

City of Miami Beach Adopted Budget



Fiscal Year 2004/2005

- General Fund
- Enterprise Funds
- Internal Service Funds
- Reinvestment in Facilities & Infrastructure
- Resort Tax Fund
- RDA Budgets

City of Miami Beach

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Eugene M. Woodard



Office of Budget & Performance Improvement

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Director

Jose Cruz
Budget Officer

Carmen M. Carlson
William Gonzalez
Joseph P. Reilly
Senior Management & Budget Analysts

Sailyn Arce-Christiansen
Office Associate



Patricia Walker
Chief Financial Officer



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**City of Miami Beach
Florida**

For the Fiscal Year Beginning

October 1, 2003

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Miami Beach, Florida** for its annual budget for fiscal year beginning **October 1, 2003**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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September 28, 2004

Honorable Mayor David Dermer and Members of the City Commission:

I am pleased to submit for your consideration the recommended Operating Budget for the Fiscal Year (FY) 2004/05 commencing on October 1, 2004 and ending on September 30, 2005. I would like to thank the Mayor and Commission for your guidance and direction throughout the budget process and the City staff who worked so hard to ensure that the Adopted FY 2004/05 Budget is fiscally responsible and provides enhancements without reducing service levels or raising the overall tax rate.

The Adopted FY 2004/05 General Fund Operating Budget, net of the Redevelopment Agency (RDA), totals \$168.2 million. The projected General Fund balance as of September 30, 2004 is \$29.7 million with an emergency reserve of \$17.4 million. The Adopted FY 2004/05 Budget maintains the prior year rate of 7.299 mills with an additional 0.126 mills to provide a dedicated source of restricted funding for the replacement and renewal of our capital assets, such as our buildings and infrastructure. The recommendations made in the FY 2004/05 budget are in line with, and continue to build on, the strategic priorities and goals identified in our five-year vision and strategic plan adopted shortly after I became your City Manager in 2000.

The development of a balanced budget this year has again been challenging, given the ongoing constraints of our fiscal environment. The growth in the property tax roll has allowed us to address anticipated cost increases that otherwise would have created a structural imbalance in our budget; City departments have identified efficiencies and adjustments to address funding needs for new facilities and programs coming on line while continuing to provide enhancements in priority areas that both you and the community have identified. These cost increases include pension costs, health insurance, merit and cost of living increases associated with existing labor agreements, the impacts of the living wage ordinance, and increases in the cost of fuel, and other consumables. I am happy to report though that in these uncertain economic times, when communities throughout the country struggle with reducing services and / or raising taxes, we have again been able to maintain our overall millage rate while providing significant service enhancements to the community. In fact, our current overall millage rate is more than 0.5 mill lower than it was in Fiscal Year 2000. Furthermore, our current operating millage remains less than the millage of half the municipalities in Miami-Dade County and second only to the City of Coral Gables among municipalities with a population greater than 25,000 residents.

Mission, Vision and Strategic Priorities

The City of Miami Beach continues to make great strides in accomplishing our mission of providing excellent public service and safety to all who live, work, visit and play in our

vibrant, tropical historic community and achieving our vision of becoming a community that is cleaner and safer; more beautiful and vibrant; mature and stable with a well-improved infrastructure; a unique historic, urban environment; a cultural, entertainment and tourism capital; and an international center for innovation in culture, recreation and business.

To achieve our vision, we continue to focus on the following strategic priorities that were identified through our five-year visioning effort:

- Implementation of the Capital Improvement Program (CIP);
- Implementation of our strategic plan and economic development program;
- Investment in organizational and leadership development of internal staff;
- The delivery and quality of services offered to our residents; and
- Implementation of our electronic government solutions.

By staying focused on our mission, vision and strategic priorities, the City has achieved a great deal. Our efforts have translated into real and meaningful results and improvements for our residents and to the overall quality of life on Miami Beach.

Thanks to these efforts, our community now has less crime and more police officers on the streets; more and better trained firefighters with state-of-the-art equipment; newer playgrounds, parks, and recreational facilities; improved streetscapes; a vibrant and thriving cultural arts scene; more businesses and jobs; more retail, hotel and restaurant options; more parking; real property value appreciation; continued growth in the overall wealth of the community; lower costs to borrow money for investment in our capital projects; a lower overall tax millage rate; more opportunities to access government; and, better communication with our residents. It is safe to say that the quality of life on Miami Beach is continuing to improve everyday and that Miami Beach is now an even better place to live, work, visit, and play.

FY 2004/05 Priorities and Desired Outcomes

Our City continues to evolve and our priorities must evolve as well. Miami Beach's population and economic conditions have changed dramatically over the past several years, and these changes have required us to rethink the way we do business, the kinds of services we offer, and the way in which we deliver them. As an example, in 1980, the median age on Miami Beach was 65, with school-age children making up only 6.5% of the population, and 22.2% of the population of Hispanic origin. Today, the median age is 39, with school-age children making up 13.4% of the population, and 53.4% of the population of Hispanic origin. The adopted budget takes these changes into account and implements over \$2.2 million of newly identified efficiencies within the organization resulting from reallocation of services, reduction of operating expenses, deferral of vacant positions and realignments in several City departments. Through

these efforts, we continue to ensure that our priorities to address our changing demographic and economic conditions are funded:

- Improve quality of life for all on Miami Beach;
- Ensuring the financial sustainability of the City;
- Increased access to City government;
- Delivering our CIP projects in a timely manner and within budget;
- Ensuring that our facilities and infrastructure are well-maintained.

Improve the Quality of Life for all on Miami Beach

Improving the quality of life for all on Miami Beach remains a top priority. This budget adopts a total of \$2.9 million in enhancements to achieve enhanced public safety; cleaner public areas and rights-of-way; enhanced traffic management; better and more code compliance; improved community health and prosperity; increased investments in the arts; and efforts to increase the beautification, aesthetics and maintenance of neighborhood character throughout our community.

In the area of public safety, approximately \$940,000 for enhancements is allocated, which includes \$335,000 for the Police Department, \$90,000 for the Fire Department and an additional \$515,000 to enhance Community Policing efforts in the Redevelopment Districts.

The Police Department has a total of six additional police officers on the streets. This was accomplished through a series of reassignments within the Police Department, the expansion of the Community Policing efforts in the Redevelopment Districts and our involvement in the region's Terrorism Task Force. The enhancements in the Community Policing initiative in the Redevelopment Districts will increase security and code compliance initiatives.

While I feel certain of the need for these additional officers and efforts in the Police Department, I believe that we need to look more thoroughly at police staffing needs over the longer term. To that end, the adopted budget includes funding for a study to examine the required police staffing levels, scheduling, policies and guidelines to optimally meet our needs. In addition, as part of this year's adopted budget, I have consolidated all security functions previously located in the Parking, Public Works, and Parks and Recreation Departments and placed this consolidated function under the Police Department.

In the Fire Department, enhancements include two full-time lifeguard positions to fully staff the 41st Street lifeguard stand and converting a part-time position to a full time support staff position to provide ongoing support to the Fire Department.

To help our efforts in providing cleaner public areas and rights-of-way, \$530,000 in enhancements are being implemented. This includes a new City Center litter crew for

completed RDA projects, including the Beach Walk and the completed areas of the Collins Park Cultural Center; providing five to six days of enhanced sanitation services in the Middle Beach commercial district on 41st Street from Collins Avenue to Alton Road, in the North Beach commercial district on 71st Street from Collins Avenue to Ville Esplanade and on Collins Avenue from 63rd Street to 75th Street. Additionally, this funding continues the waterway clean-up efforts in North Beach.

Improving our sanitation services so that all of the City's areas receive a level of service commensurate with the intensity of use has been a continuous process over the last several years. Since 2000, service levels in all areas of the City have improved dramatically. We now have a "Class A" level of service on our major high-intensity thoroughfares, including Lincoln Road and Ocean Drive, resulting in dedicated crews providing continuous litter control seven days and five nights per week and pressure cleaning five days a week.

In order to enhance traffic management throughout the City, approximately \$200,000 in additional funding is being allocated. This funding provides one Transportation Engineer in the Public Works Department to coordinate local transportation and traffic management programs, and provide support in managing the implementation of the City's Municipal Mobility Plan (MMP), and work with the Planning Department to ensure funds are adequately captured to fund the MMP. Additionally it provides funding for an Impact Fee Consultant Study to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system (with potential to generate future incremental revenue); and funding for one Senior Planner to work with the Consultant to develop the Program.

I plan to further improve our code compliance function by ensuring that all areas of the City have code enforcement coverage at least six days per week and into the night. Over \$300,000 are being made available to fund new programs which will include three new Code Compliance Officers using \$250,000 from General Fund revenues and using Community Development Block Grant (CDBG) funds for the balance. Through a partnership with the Parking Department's dispatching services, the City's Answer Center, our customer service call center staffed by trained, bilingual operators, is expanding its hours of operation to 24 hours a day, seven days a week, and includes dispatching services for code compliance related calls.

Working to improve the beautification, aesthetics and maintenance of neighborhood character throughout our community is also a priority. Therefore, I am allocating \$500,000 be appropriated to fund enhancements in these areas. Approximately \$405,000 will be used to fund landscaping professional services for completed projects (Washington Avenue, Orchard Park Streetscapes, Regional Library, La Gorce/Pine Tree, Marseille Drive), as well as for expected increases for the causeway and boardwalk maintenance contracts. Maintenance of \$95,000 for the recently completed Beach Walk project will be funded by the RDA.

An Urban Forester position has been added to develop an inventory and replacement requirement for all City-owned trees, as well as to provide plan reviews focused on the green space element. An additional Senior Planner will focus on neighborhood open space/landscaping planning.

In the area of community health and prosperity, \$176,000 will continue services enhanced during FY 2003/04 for the Neighborhood Services Department's to help manage the homeless population in the City. Since the Office of Homeless Coordination was created in late 2003, nearly 5,000 contacts have been made with homeless individuals and approximately 1,275 individuals have been assisted directly.

Investment in the arts is an economic stimulator and is important to the quality of life on Miami Beach. Therefore, approximately \$460,000 is being allocated to fund enhancements in this area, which provide funding for a full year's operation of the Byron Carlyle Theater, and eight months of operation for the Colony Theater. Additionally, funding for the Bass Museum's Heating Ventilation Air Conditioning (HVAC) system's annual maintenance agreement will be provided from the RDA.

Ensuring Financial Sustainability

From a financial perspective, the City remains strong and the City's credit rating, which was upgraded twice, last year to its highest level in history, reflects our positive financial condition and leadership. We have implemented recurring efficiencies of nearly \$13 million in the past three years and identified an additional \$2.2 million during the FY 2004/05 budget. This has been accomplished while maintaining current service levels and providing needed functional enhancements without raising the total tax levy.

Enhancements in the amount of approximately \$141,000 are being implemented to help ensure the continued financial viability and sustainability of the City throughout the next fiscal year and beyond. The enhancements help with the City's ongoing efforts to improve our revenue collection through better monitoring of franchise fees, roll-off fees, and right of way fees.

Increased Access to City Government

To enhance communication with our residents, our business community and the public, enhancements in the amount of \$352,000 are being implemented to increase the amount and quality of information that is provided to our community.

In order to communicate effectively with our increasing number of Spanish-speaking residents, I am providing funding for Spanish-language subtitling for all rebroadcast City Commission meetings on the Channel 20. To further inform our community, a color community newsletter will be published and mailed on a quarterly basis to all Miami Beach households as part of our Parks and Recreation Review. This newsletter includes information on citywide initiatives, accomplishments, events and issues.

Enhancements to our customer service initiatives include providing 24 hour seven day a week access for the Answer Center, and funding of one Systems Analyst for the Office of Budget and Performance Improvement who will begin by helping the Building Department improve their productivity by maximizing the use of existing software applications.

Delivering CIP Projects In a Timely Manner and Within Budget

The Capital Improvement Projects (CIP) Office was established in 2001 to provide a coordinated focus for capital projects within the City. Through our "Planned Progress" efforts, we are investing \$400 million dollars in 117 separate construction projects to be completed within the next few years. The total value of projects for which construction is underway or under contract since 2001 exceeds \$100 million. In addition, the planning process has been completed in eight of the City's 13 neighborhoods.

Our efforts have resulted in the renovation and improvement of more than 200 acres of City parks since 2000; an expanded and renovated Bass Museum; a new state-of-the-art Regional Library, offering a variety of learning opportunities for all our residents; and the planning and design for streetscapes and improved infrastructure throughout the City.

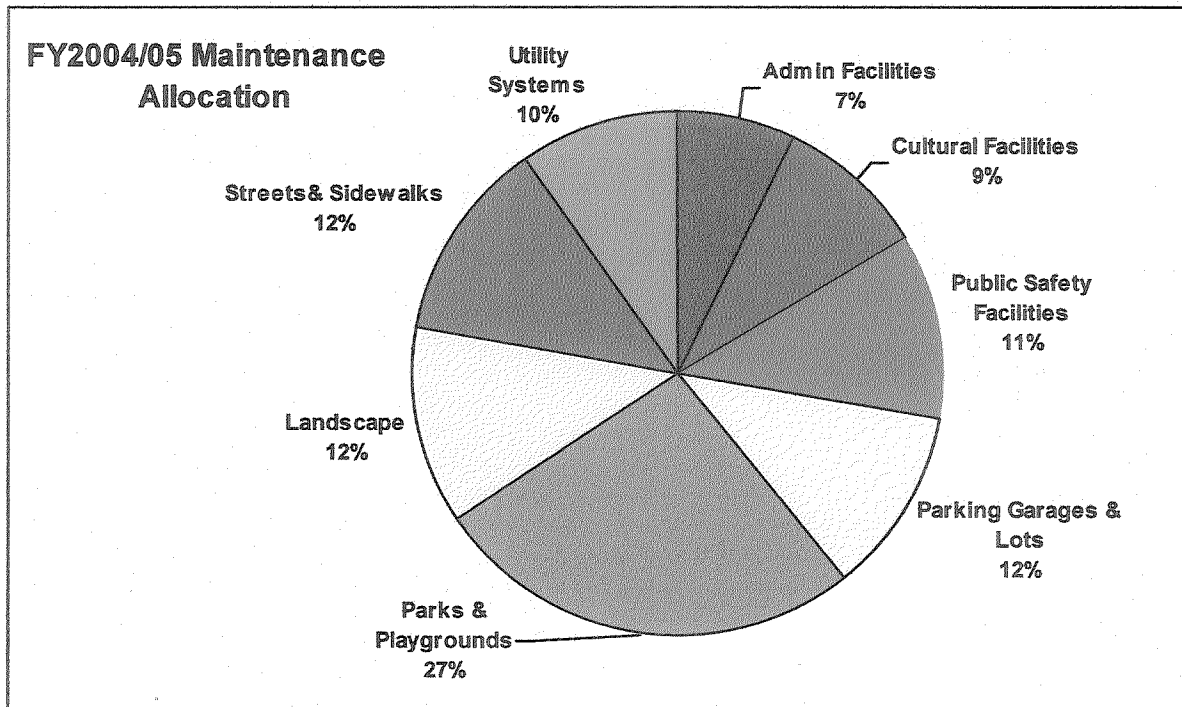
In order to ensure that CIP projects are delivered in a timely manner and within budget, enhancements in the amount of approximately \$400,000 are being funded. These include: contracting for professional services to expedite the review of construction documents; funding a contingency reserve for increased project management; one paralegal position to assist in responding to contractual and legal issues related to capital projects resulting in a more timely completion of projects and allowing project managers to dedicate additional time to projects; one Financial Analyst position to process invoices and other documents; and one additional field inspector position.

Ensuring that our Facilities and Infrastructure are Well-Maintained

The Administration, in an effort to maintain the City of Miami Beach as a world-class city, has positioned a cooperative team of skilled professionals responsible for the upkeep and routine maintenance of citywide assets and facilities. The City has and continues to make a significant investment in the preservation and enhancement of its assets, earmarking approximately \$27.4 million in FY 2004/05 for citywide maintenance efforts and I am establishing an additional reserve of approximately \$1.35 million for ongoing capital replacement and renewal.

The departments and divisions providing maintenance and repair services strive to provide efficient, accountable, and courteous services that enhance the quality of life for all who live, work, and play in our vibrant, tropical, and historic community. The maintenance and repairs budget includes line item budgets for both current and new city-wide maintenance programs necessary to maintain, improve, and enhance public

facilities and infrastructure to meet the service demands of residents and visitors to the City of Miami Beach.

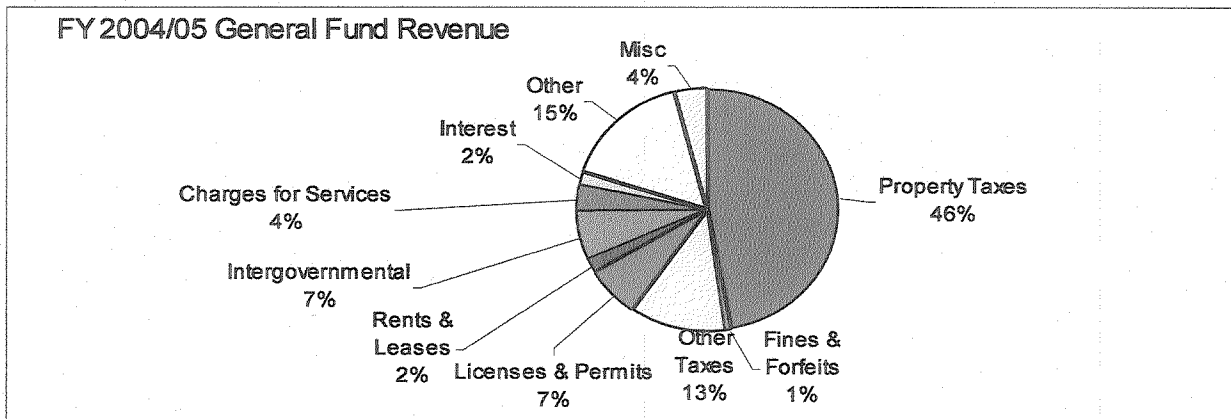


Last year's citywide maintenance budget section included only a preliminary look at the City's maintenance costs. This year, in an effort to prepare a more comprehensive look at the City's maintenance costs, salaries & wages and overhead costs that are directly associated with upkeeping and routine maintenance were added. This inclusion has led to an increase in the maintenance budget when compared to FY 2003/04 budget, especially for the Public Works, Parks & Recreation and Property Management departments, which increased by approximately \$5.5 million, \$2.9 million, and \$2.1 million respectively.

Additionally, maintenance costs for the Fleet Management division, of \$1.6 million, and for the Miami Beach Convention Center and Jackie Gleason Theater, of \$650,000 are included in FY 2004/05 citywide maintenance budget for the first time.

Financial Summary

The General Fund is the primary source of funding for all City services. Revenues are derived from ad valorem property taxes, franchise and utility taxes, business license and permit fees, revenue sharing from various statewide taxes, user fees for services, fines, rents and concession fees and interest income. Additionally, Resort Taxes contribute funding for tourist related activities provided by General Fund departments. Maintaining the basic service level into FY 2004/05 translates into an Adopted General Fund Budget of \$163,867,534 which is \$11,505,098 or 7.6% greater than the FY



2003/04 adopted budget of \$152,362,436. In addition, the budget adds \$2,955,274 for enhanced service levels and \$1,347,070 dedicated for Capital Replacement and Renewal. Therefore, the total Adopted General Fund Operating Budget is \$168,169,878 which is \$15,807,442 or 10.4% greater than the FY 2003/04 adopted budget of \$152,362,436.

General Fund Revenues

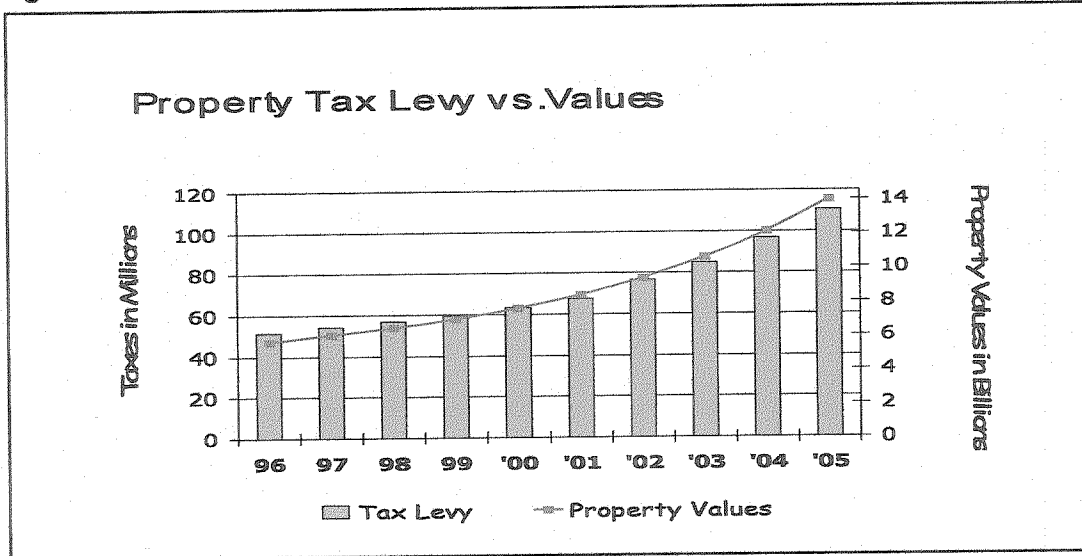
The net General Fund ad valorem budgeted revenue increased from \$68.17 million in FY 2003/04 to \$79.38 million for FY 2004/05, an increase of \$11.21 million, or a 16.5% in General Fund ad valorem revenues. An additional millage of 0.126 has been provided for Capital Replacement and Renewal and will produce \$1.35 million. (Please see section entitled Opportunity To Establish A Millage For Capital Replacement And Renewal). The General Fund Adopted Budget does not include any fee increases beyond those increases approved by the City Commission in 2003 for implementation in FY 2004/05.

As in past years, the largest increase in budgeted revenues for FY 2004/05 comes from ad valorem property tax, which includes a levy for the general operations of the City as well as a levy for the debt service on outstanding general obligation bonds. This budget ensures that the City's FY 2003/04 operating millage rate of 7.299 remains the same for FY 2004/05 with current services funded along with an additional .126 mills for a total of 7.45 mills to provide a dedicated source of funding for capital replacement and renewal, the latter of which will be offset by a decrease of 0.126 in the current debt service millage rate from 0.874 to 0.748. Although the overall millage will remain the same, due to increases in assessed value, there will be a net increase of \$31.05 in the amount of taxes that "the average residential homeowner" (who owns a \$200,000 with homestead exemption) will pay to the City in the coming fiscal year.

Property Values and Ad Valorem Taxes

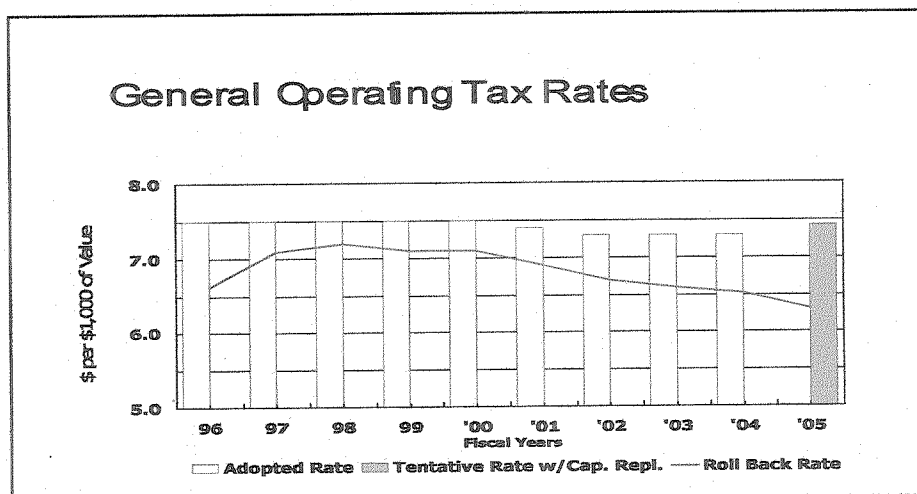
According to the 2004 Certification of Taxable Value received from the Miami-Dade County Property Appraisers Office, the taxable value for the City of Miami Beach

increased from \$12.09 billion as of January 1, 2003 to \$14.04 billion as of January 1, 2004 and included over \$348.94 million in new construction. This preliminary value represents an increase of \$1.95 billion or 16% over 2003's final value and represents the largest increase that the City has experienced in its recent history.



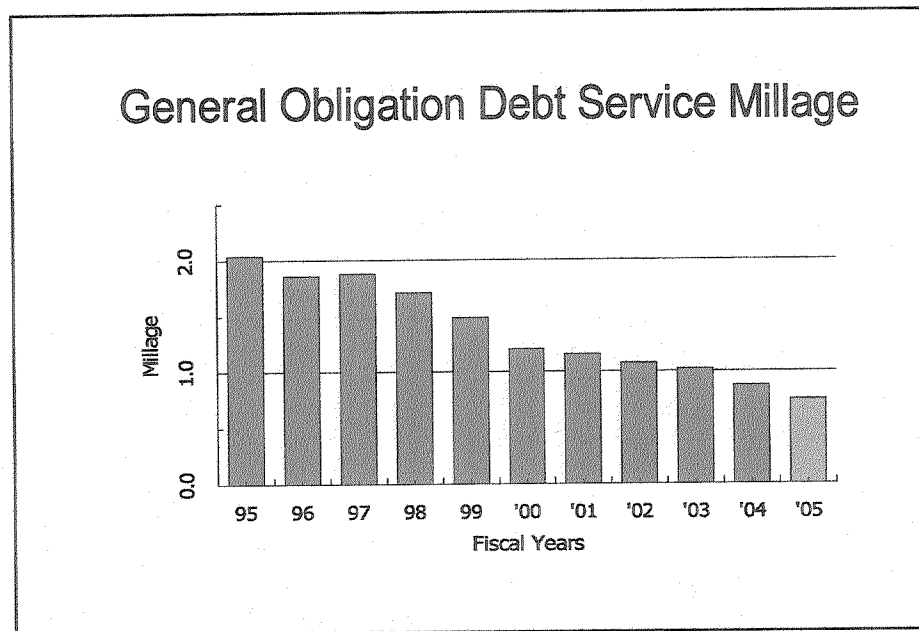
The comparative assessed values for the Miami Beach Redevelopment Agency South Pointe redevelopment district increased from \$1.3 billion to \$1.7 billion, an increase of \$420 million, or a 32.1% increase in values over 2003 values. The City Center redevelopment district assessed values increased from \$1.5 billion to \$1.6 billion, an increase of \$135 million, or a 9% increase in values over 2003 values.

The adopted millage rate of 7.299 mills for general City operations will generate ad valorem tax revenues of \$98.9 million, \$13.7 million more than the prior year levy of \$85.2 million, reflecting a 16.1% increase. Of the total citywide ad valorem tax revenues of \$98.9 million, \$20.9 million will be transferred to the Redevelopment Agency for a net revenue total of \$78.0 million in the General Fund. An additional millage of 0.126 has been provided for Capital Replacement and Renewal and will produce \$1.35 million.



General Obligation Debt Service Fund

The general obligation debt service payment for FY 2004/05 is approximately \$10.1 million, reflecting a decrease of \$65,000 or 0.6%, which reflect a cumulative decrease of 0.736 mills since the \$92.465 million General Obligation Bond Referendum in FY 1999. This decrease is due to the increase in assessed values, the reduction in outstanding principal and lower rates on more recent debt issue. These bonds require the levy of a debt service millage of 0.748 mills, which is the result of the significant and continued increases in assessed values. This reduction is 0.126 mills (14.6%) less than the FY 2003/04 rate of 0.874 mills.



Opportunity To Establish A Millage For Capital Replacement And Renewal

As I proposed in the FY 2003/04 General Fund Budget, in FY 2004/05 the City is establishing a restricted account for the renewal and replacement of the City's facilities and infrastructure.

This concept is in response to concerns expressed by our citizens throughout the development and implementation of our Capital Improvement Program and the Administration's desire to maintain the City in a "world-class" manner. This opportunity will result in a restricted amount for FY 2004/05 of approximately \$1.35 million to be used exclusively for renewal and replacement of capital items related to our facilities and infrastructure over and above the \$27.4 million already included in the City's Adopted FY 2004/05 Budget for recurring maintenance.

The intent of the fund is to address major capital renewal and replacement needs for general fund departments; projects which help extend the useful life or replace equipment whose useful life has expired. The millage usage will be reviewed and

approved each year by the City Commission as part of the budget process, and will be used exclusively for those capital expenditures that help to extend or replace the useful life of our facilities and infrastructure, something that has not been done in the past.

The funding of this restricted account is accomplished by adding the amount of the FY 2004/05 Debt Service Millage reduction ($0.874 - 0.748 = 0.126$ mills) to the FY 2004/05 General Operating Millage ($7.299 + 0.126 = 7.425$). Therefore, the overall City millage does NOT increase, but remains at 8.173 as it was in FY 2003/04. City property owners will pay the same total tax millage for FY2004/05 as they did in FY 2003/04.

The chart below illustrates the concept.

	"Dedicated Millage For Capital Replacement and Renewal"		
	Tax Levy		
	FY 2003/04	FY 2004/05	Inc/(Dec)
General Operating	7.299	7.425	0.126
Debt Service	<u>0.874</u>	<u>0.748</u>	<u>(0.126)</u>
TOTAL	<u>8.173</u>	<u>8.173</u>	<u>(0.000)</u>

As assessed values in the City continue to rise over the upcoming years, the cost of debt service on outstanding general obligation bonds will be spread over a larger value resulting in a decrease in debt service millage each year. If the City continues this process, thereby, adding the decrease in debt service millage each year to the general operating millage until the amount of the millage associated with maintenance reaches 0.5 mills, it will generate (based on today's value of a mill) approximately \$6.75 million for additional capital renewal and replacement each year. Once this level is reached, the total millage is expected to continue to decrease providing room for future GO bond issuances should the Commission and the community wish to pursue future issues.

Impact of "Dedicated Millage for Capital Replacement and Renewal" on the Homeowner

Amendment 10 to the State Constitution took effect on January 1, 1995 and limited the increase in assessed value of homesteaded property to the percentage increase in the consumer price index (CPI) or three percent (3%), whichever is less. For 2004, the CPI has been determined to be 1.9 percent and therefore, the increase is capped at 1.9% for increased values as of January 1, 2004. The \$25,000 homestead exemption is applied after the increase in value as follows: **assuming** that the average residential property in Miami Beach was valued at \$200,000, that value is increased by the 1.9% to a new value of \$203,800. The homestead exemption of \$25,000 is then deducted, yielding a taxable value of \$178,800.

Using the adopted tax rates, the increased value is then taxed as follows:

Taxing	Adopted	
Jurisdiction	@ 7.299	Operating
	0.126	Capital Replacement
	<u>0.748</u>	Debt Service
	8.173	
Miami Beach		
	\$27.23	Operating
	22.53	Capital Replacement
	<u>(19.21)</u>	Debt Service
	\$31.05	
Miami-Dade County	27.51	
School Board	(1.36)	
Other	<u>2.78</u>	
Totals	<u>\$ 59.98</u>	

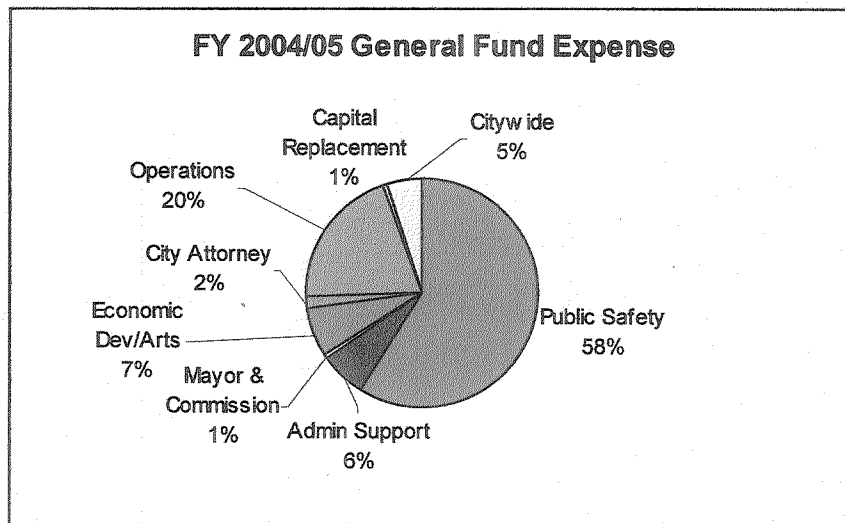
At the combined adopted millage rate of 8.173, the total dollars for Operating, Capital Replacement and Renewal, and Debt Service paid to the City when compared to the prior year's taxable value of \$200,000 and 8.173 millage rate, will increase by \$31.05. The overall taxes will increase by \$59.98.

Other General Fund Revenues

Resort tax revenues transferred to the General Fund for tourism-related expenditures are anticipated to increase from \$16.3 million in FY 2003/04 to \$18.9 million in FY2004/05, reducing the gap between tourism-related expenditures provided by General Fund departments and Resort Tax revenues transferred to the General Fund. Interest revenues are projected at \$2.7 million, approximately the same level as the FY 2003/04 budget. Miscellaneous revenues are anticipated to increase by \$715,000 due to an additional 1.5% increase in administrative fees paid to the City by the RDAs as well as increases in administrative fees charged to Enterprise and Internal Service Fund departments. Other revenue areas, which include intergovernmental revenues, fines and forfeits, franchise and utility taxes and revenues from rents and leases, have a cumulative projected increase of approximately \$300,000. The RDA will reimburse the General Fund \$929,000 for maintenance of the Beachwalk, Lincoln Road and Bass Museum projects.

General Fund Expenditures

Maintaining the basic service level into FY 2004/05 will translate into an adopted General Fund operating budget of \$163,867,534 which is \$11,505,098 or 7.6% greater than the FY 2003/04 adopted budget of \$152,362,436. In addition, the budget adds \$2,955,274 for enhanced service levels and \$1,347,070 dedicated for Capital



Replacement and Renewal. Therefore, the total Adopted General Fund Operating Budget is \$168,169,878 which is \$15,807,442 or 10.4% greater than the FY 2003/04 Adopted Budget of \$152,362,436.

Major current service level increases as well as enhancements to the service levels are described in the previous section entitled FY2004/05 Priorities and Desired Outcomes and in the accompanying departmental summaries.

Public Safety

Public Safety is comprised of the Police and Fire Departments. The FY 2004/05 adopted budget for this area is \$97.6 million and also includes the Ocean Rescue Division formerly called Beach Patrol and previously included in the Operations category of the budget. This amounts to 57% of the total General Fund budget and represents an increase of \$7.4 million from the FY 2003/04 budget. This budget is supplemented by \$4.7 million of RDA funds for community policing initiatives in the redevelopment districts which represents an increase of \$1.2 million over FY 2003/04.

Operations

Operations is comprised of the Public Works, Neighborhood Services, Parks and Recreation, and Parking Departments and the Capital Improvement Program Office.

The adopted FY 2004/05 budget is \$34.1 million including enhancements from the General Fund portion. This amounts to 20% of the total General Fund budget, net of RDA, and represents an increase of \$3.1million from the FY 2002/03 budget.

Economic Development and the Arts

Economic Development and the Arts is comprised of the Building and Planning Departments and Economic Development, Tourism and Cultural Development, the Convention Center and the Bass Museum. The adopted FY 2004/05 budget is \$11.3 million including enhancements from the General Fund. This amounts to 7% of the total adopted General Fund operating budget and represents an increase of \$1.8 million from the FY 2003/04 budget.

Administrative Support Services

Administrative Support Services is comprised of the Finance, Human Resources Departments, the Grants Management, Internal Audit and Procurement Divisions, and the Offices of Management and Budget, City Clerk and City Manager. The FY 2004/05 adopted budget for this area is \$10.9 million including enhancements. This amounts to 7% of the adopted General Fund operating budget and represents an increase of \$772,000 from the FY 2003/04 budget.

City Attorney

The adopted FY 2004/05 budget for the City Attorney is \$3.2 million, represents 2% of the total General Fund budget and reflects an increase of \$96,000 over the FY 2003/04 budget.

Internal Support Services

Internal Support Services is comprised of the Central Services, Fleet Management, Information Technology, Risk Management and Property Management Divisions. The adopted FY 2004/05 budget for this area is \$40.5 million including enhancements. This represents an increase of \$2.6 million from the FY 2003/04 budget, primarily as the result of increases in salaries, fuel and contract maintenance. These costs are completely allocated to the General Fund and Enterprise Fund departments.

Conclusion

Although the development of a balanced budget this year has again been challenging, through fiscal prudence and leadership, the adopted FY 2004/05 budget is balanced and enables the City of Miami Beach to continue delivering outstanding, enhanced services to our residents, businesses and visitors without reducing service levels or raising overall taxes.

Acknowledgements

I would like to thank all City of Miami Beach staff for their continued commitment to providing excellent public service and safety to all who live, work, visit and play in our vibrant, tropical, historic community. The City is fortunate to have such a talented and committed group of public servants, without whom, so many of the positive results we achieve to benefit our community would not be possible. I appreciate everything they do every day in order to make this a better community for all of us.

This year's budget preparations have again been challenging and I would like to thank the Assistant City Managers, Christina Cuervo and Robert Middaugh and Chief Financial Officer Patricia Walker, all Department Directors and all the staff throughout the City who worked so hard to ensure that department budgets remained fiscally prudent and balanced. Hard work and many long hours were devoted to submitting budgets that identified significant efficiencies while maintaining current levels of service. I know that this has not been an easy process again this year, but I appreciate all of us working together to accomplish our goals.

I would also like to thank staff from the Office of Budget and Performance Improvement (OBPI) and the Finance Department who worked so hard in the development of this year's adopted budget, including Kathie Brooks the new Director of OBPI, Jose Cruz, Carmen Carlson, William Gonzalez, Joseph Reilly, Sailyn Christiansen, Georgie Echert, Manny Marquez and Ramon Duenas. Their time, effort, and professionalism in preparing this budget and a more enhanced overall budget process is greatly appreciated. In addition, I would like to thank staff from my Office who helped with the design and layout of the budget book and to the Central Services staff for all their efforts in printing the budget book.

Finally, I would like to thank you, Mayor Dermer and the members of the City Commission, for your continued guidance and direction in helping to accomplish so much on behalf of our residents and the entire City of Miami Beach. Together, we continue to make Miami Beach a better place to live, work, visit, and play for everyone.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Jorge M. Gonzalez', with a stylized flourish at the end.

Jorge M. Gonzalez
City Manager

City of Miami Beach

Mission Statement

We are committed to providing excellent public service and safety
to all who
live, work, and play in our vibrant, tropical, historic community.

Value Statements

We maintain the City of Miami Beach as a **world-class city**.

We work as a cooperative team of well-trained **professionals**.

We serve the public with **dignity and respect**.

We conduct the business of the city with **honesty,
integrity, and dedication**.

We are **ambassadors of good will** to our residents, visitors,
and the business community.

City of Miami Beach

5-Year Vision:

In five years, the City of Miami Beach will be:

- Cleaner and Safer;
- More Beautiful and Vibrant;
- A mature and stable residential community with well improved infrastructure;
- A unique urban and historic environment
- A cultural, entertainment, tourism capital; and
- An international center for innovation in culture, recreation and business.

With...

- An entrepreneurial spirit;
- Continued “trendiness”;
- And more sophisticated:
 - Travelers
 - Businesses
 - Entertainment
 - Conventions
 - Diverse Residential Community

We will have:

- Significant completion of our Capital Improvement Program.
- Continued economic growth and development, especially in previously less-attended areas, and Master Plan for all areas.
- Thriving Cultural Arts scene.
- Improved transportation system with citywide access.
- Enhanced use of technology with e-government solutions.
- Empowered, committed, stable, high caliber employees and managers with competitive pay and benefits.
- More flexible, streamlined services.
- Continued fiscal management and strengthened financial position.
- Higher quality services and enhanced quality of life for citizens.
- A Management Team that is professional and can respond to unforeseen events quickly.
- A workforce which is customer service oriented.

GUIDE FOR READERS

The Fiscal Year 2004-2005 Annual Operating Budget for the City of Miami Beach, Florida is intended to serve four purposes.

The Budget as a Policy Guide

As a policy document, the budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This budget document details the services the City will provide during the twelve-month period from October 1, 2004 through September 30, 2005. The Departmental budget sections provide accomplishments, goal and objectives, and performance measures for each Department.

The Budget as a Financial Plan

As a financial plan, the budget details the costs associated with providing municipal services and how the services will be funded. The General Fund section includes a summary and detailed description of all revenues and expenditures. The budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is a discussion of the City's accounting structure and budgetary policies.

The Budget as an Operations Guide

As an operations guide, the budget details how Departments and the general fund are organized. The budget informs the reader of all the activities, services and functions carried out by each Department. In addition, the budget provides the performance measurements of organization-wide objectives to aid in monitoring the progress of the City. Each Departmental budget section includes a description of the Department's scope work, mission, major accomplishments, goals and objectives, performance measurements, financial summary, budget highlights, and budget history.

The Budget as a Communication Device

As a communication device, the budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included in every section to consolidate the information as much as possible. The budget document also includes a detailed table of contents and a glossary of terms to make it easy to locate the City Manager's Budget Message, which provides readers with a condensed analysis of the fiscal plans of the City for the upcoming fiscal year.

INTRODUCTION AND FINANCIAL POLICIES

INTRODUCTION

This section provides an overview of the City of Miami Beach's process for developing strategic priorities; the budget process for matching these available priorities with available resources; and the financial policies that guide budget decisions and spending in the City.

BACKGROUND

City Government Overview:

The City of Miami Beach was incorporated on March 26, 1915. Miami Beach operates on a "Commission/City Manager" form of government. The Commission consists of the Mayor and six Commissioners who serve as the policy-making body of the City. Authority is vested in the Commission to enact ordinances, hold public hearings, approve contracts, establish the City's budget and tax assessments, and authorize construction of all public improvements. The Mayor and Commission are elected on a citywide, nonpartisan basis. Elections are held in odd-numbered years with the Mayor elected to serve two-year terms with a limit of three consecutive terms. Commissioners are elected to serve four-year terms with a limit of two consecutive terms. Commission terms are staggered so that not all Commissioners are up for re-election at the same time. On a rotating basis, the Commission selects one of its members to serve as Vice Mayor for a three-month term. The Mayor, who is the presiding officer at Commission meetings, may vote on all matters that come before the City Commission, but has no power of veto. The Commission appoints the City Manager and City Attorney. All other department heads are appointed by the City Manager with the consent of the City Commission.

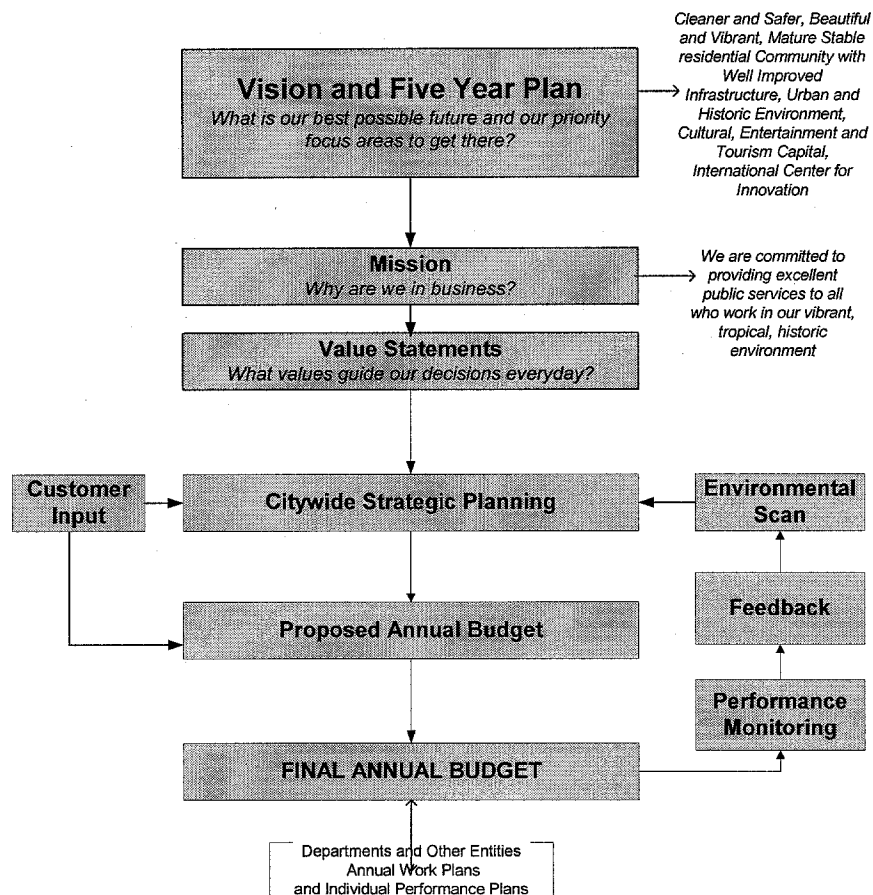
The City Manager is vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. As the Chief Executive Officer, the Manager is responsible for providing executive level leadership, vision and guidance to the organization, providing recommendations to the City Commission and implementing policy directives in an efficient and effective manner. In addition, the Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups and other units of government, and is otherwise responsible for the health, safety, and welfare of the residents of and visitors to the City of Miami Beach.

Facts about the City of Miami Beach:

Population:	87,933 (Census 2000) 11,815 (13.4%) were under 18 years of age
Median Age:	39 in 2000 65 in 1980
Race:	White-86.7% Asian-1.4% (Hispanic Origin-53.4%) Black-4.8% Other- 7.1%
Households:	46,242 Households Median Household Income-\$27,322 72.2% have earnings/mean earnings-\$56,767 Average Household Size-1.87 (Miami-Dade County is 2.84) 18,342 Family Households Median Family Income-\$33,440 Family Size-2.76 (Miami-Dade County is 3.35)
Area:	7.1 square miles of land plus ten miles of water
Total Water Frontage:	63.26 miles
Weather:	Average annual temperature of 75.3 degrees Fahrenheit
Surf Temperature:	The average temperature of the Atlantic Ocean off Miami Beach's coast is approximately 74 degrees Fahrenheit
City Limits:	Government Cut at the southern tip to 87th Terrace at the northernmost boundary and Biscayne Bay to the Atlantic Ocean
City Hall:	1700 Convention Center Drive Miami Beach, Florida 33139 305-604-CITY (2489) or 305-673-7000 www.ci.miami-beach.fl.us

Strategic Planning

The City began the process for developing FY 2004/05 strategic priorities in early calendar year 2004. A series of meetings with Departments including a retreat with the Mayor and County Commissioners, reviewed the City's Vision and 5-year plan; an environmental scan of demographics, socio-economic data and department workload and performance measures; financial trends; and comparatives with other cities. Through this process, and incorporating ongoing input from the community received through community meetings, the answer center, etc. priorities for FY2004/05 were developed in-line with the City's vision and 5-year plan. The priorities were used to guide departments as they analyzed existing services, and prepared their proposed budgets and new initiatives for fiscal year 2004/05. The performance results for FY 2004/05 the initiatives will be evaluated along with updated environmental scan information and customer input to further refine initiatives in the following year.



The following table shows the linkage between the City's vision and 5-year plan, the strategic priorities identified for FY 2004/05 (Key Intended Outcomes), the supporting initiatives in each department, and related department performance measures:

**City of Miami Beach
FY 2004/05 Annual Work Plan**

VISION

Cleaner and Safer; Beautiful and Vibrant; Mature Stable residential Community with Well Improved Infrastructure; Urban and Historic Environment; Cultural, Entertainment and Tourism Capital; International Center for Innovation



KEY INTENDED OUTCOMES	FY 2004/05 INITIATIVES	EXAMPLES OF HOW DEPARTMENTS WILL MEASURE PERFORMANCE
	<p>Police:</p> <ul style="list-style-type: none"> • Enhance Community Policing efforts; six additional police officers on the streets. • Conduct a study to examine the required police staffing levels, scheduling, policies and guidelines to optimally meet our needs. • Consolidation all security functions previously located in the Parking, Public Works, and Parks and Recreation Departments under the Police Department. 	<p>Police:</p> <p>Calls for service (Dispatched, Self Initiated)</p> <p>Arrests (Felony, Misdemeanor, Traffic, Driving Under the Influence)</p> <p>Citations (Moving, Parking, Civil, Curfew)</p> <p>Reports & Advisories (Community Enhancement, Field Interrogation Card, Tows, Traffic Crash)</p> <p>Criminal Investigative Unit (Murder, Robbery, Sexual Battery, Auto Burglary, Burglary-Residence, Theft, Aggravated Assault)</p> <p>Strategic Investigation Unit Arrests (Prostitute Arrests, Narcotics Arrests, Underage Drinking Grant Arrests)</p>
	<p>Fire:</p> <ul style="list-style-type: none"> • Fully staff the 41st Street lifeguard stand: two full-time lifeguard positions • Convert a part-time position to a full time support staff position to provide ongoing support to the Fire Department. 	<p>Fire:</p> <ul style="list-style-type: none"> - Response to Emergency Medical Services Calls - Rescue Transports - Rescue Transport Revenue - Protection to Beach Patrons - Victims rescued

		<ul style="list-style-type: none"> - Out-of-ocean assists - Preventive actions
Cleaner Public Areas and Rights-of-way	Public Works / Sanitation: <ul style="list-style-type: none"> • A new City Center litter crew for completed Redevelopment Agency projects. • Provide five to six days of enhanced sanitation services in the Middle Beach commercial district on 41st Street from Collins Avenue to Alton Road, in the North Beach commercial district on 71st Street from Collins Avenue to Ville Esplanade and on Collins Avenue from 63rd Street to 75th Street. • Continue funding the waterway clean-up efforts in North Beach. • Provide "Class A" level of service on our major high-intensity thoroughfares, including Lincoln Road and Ocean Drive, resulting in dedicated crews providing continuous litter control seven days and five nights per week and pressure cleaning five days a week. 	Public Works / Sanitation: <ul style="list-style-type: none"> - Facilities/locations cleaned - Cubic yards of litter removed - Annual mileage for sweeping
Enhanced Code Compliance	Neighborhood Services: <ul style="list-style-type: none"> • Ensure that all areas of the City have code enforcement coverage at least six days per week and into the night: three new code officers • Establish partnership with the Parking Department's dispatching services and, the City's Answer Center, (our customer service call center staffed by trained, bilingual operators), to provide 24-hours of operation, seven days a week, and include dispatching services for code compliance related calls. 	Neighborhood Services: <p>Code Compliance</p> <ul style="list-style-type: none"> - Number of Inspections - Number of Violations - Percent ratio of field-to-office, research hours (Compliance Officers) - Compliance prior to Special Master hearings - Special Masters cases - Maintain an average number of new cases per officer at 75 per quarter - Monthly average of "Letter of Intent" inspections per officer <p>Answer Center</p> <ul style="list-style-type: none"> - Calls - Service requests - Completed service requests - Abandonment rate
Enhanced green space parks, and public rights-of-ways	Parks & Recreation: <ul style="list-style-type: none"> • Fund landscaping professional services for completed projects: Washington Avenue, Orchard Park Streetscapes, Regional Library, La Gorce/Pine Tree, Marseille Drive. • Maintain of \$95,000 for the recently completed Beach Walk. • Add an Urban Forester position to develop an inventory and replacement requirement for all City-owned trees, as well as to provide plan reviews focused on the green space element. 	Parks & Recreation: <p>Turf mowing schedules Citywide</p> <p>Park Litter removal 211 yearly</p> <p>Workman's Comp claims</p> <p>Tree/Palm fertilization schedules</p> <p>Plant/turf fertilization schedules</p> <p>Time to resolve hazardous tree instances</p>

<p>Increased Investment in the Arts</p> <p>Growth of the Entertainment Industry</p> <p>Maintenance of Tourism</p>	<ul style="list-style-type: none"> • Fund enhancement in this area, which will provide funding for a full year's operation of the Bryon Carlyle Theater, and eight months of operation for the Colony Theater. • Funding the Bass Museum's Heating Ventilation Air Conditioning (HVAC) system's annual maintenance agreement. 	<p>Cultural Arts Council: Amount and dollar value of grants awarded.</p> <p>Tourism & Culture: Film & Print Permits Resort tax Special Events Permits</p> <p>Convention Center: Revenues Number of Trade Shows Number of Conventions & Meetings Number of Consumer shows Number of Shows Other Shows Number of Room Events</p> <p>Jackie Gleason Theatre of the Performing Arts: Revenues Days of Broadway Shows Days of Concerts Days of Family Days of Performing Arts Days of Television Other</p> <p>Bass Museum: Number of visitors</p>
<p>Maintenance of Neighborhood Character</p>	<ul style="list-style-type: none"> • Fund for an Impact Fee Consultant Study to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system (with potential to generate future incremental revenue); and funding for one Senior Planner to work with the Consultant to develop the Program. • Fund one additional Senior Planner to focus on neighborhood open space/landscape planning. 	<p>Planning: Review all regular plans for compliance with applicable zoning regulations and design requirements within 10 days to ensure maintenance of neighborhood character.</p>
<p>Enhanced Traffic Management</p>	<ul style="list-style-type: none"> • Add one Transportation Engineer in the Public Works Department to coordinate local transportation and traffic management programs, and provide support in managing the implementation of the City's Municipal Mobility Plan (MMP), and work with the Planning Department to ensure funds are adequately captured to fund the MMP. • Fund an Impact Fee Consultant Study to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system and fund one Senior Planner to work with the Consultant to develop the Program. 	<p>Public Works: % complete of Municipal Mobility Plan Bi-Annual Update</p> <p>Number of transportation and transit projects under Planning</p>

Community Health & Prosperity	<p>Neighborhood Services:</p> <ul style="list-style-type: none"> • Continue services enhanced during FY 2003/04 for the Neighborhood Services Department's to help manage the homeless population in the City. <p>Building/Budget and Performance Improvement:</p> <ul style="list-style-type: none"> • Fund one Systems Analyst for the Office of Budget and Performance Improvement who will begin by helping the Building Department improve their productivity by maximizing the use of existing software applications. 	<p>Neighborhood Services:</p> <p>Number of contacts with homeless Number of homeless individuals assisted</p> <p>Building:</p> <p>Number of process/issue building & trade permits Number of perform building & trade Plan reviews Number of inspections for trade/building permits Number of perform inspection for business License applications</p>
<p>Delivery of CIP Projects on time & on Budget</p> <p>Maintenance of City Assets</p>	<p>CIP:</p> <ul style="list-style-type: none"> • Contract for professional services to expedite the review of construction documents. • Add one paralegal position to assist in responding to contractual and legal issues related to capital projects resulting in a more timely completion of projects and allowing project managers to dedicate additional time to projects. • Add a position to process invoices and other documents. • Add one additional field inspector position. 	<p>CIP:</p> <p>Percentage of Neighborhood Streetscape Projects on schedule from issuance of Notice to Proceed to construction</p> <p>Percentage of parks & facilities projects on schedule from Issuance of Notice to Proceed for construction</p> <p>Total number and percentage of projects in construction within original budget appropriation</p> <p>Percentage of total project change orders that exceed 50% of appropriated contingency, excluding owner requested changes</p> <p>Total percentage of <u>Consultant</u> payments processed through the CIP Office within 14 days of receipt of proper invoice and paid within 25 days of receipt by CIP Office</p> <p>Total percentage of <u>Contractor</u> payments processed through the CIP Office within 14 days of receipt of proper invoice and paid within 25 days of receipt by CIP Office</p>

	Public Works: <ul style="list-style-type: none"> • Establish a reserve for ongoing capital replacement and renewal. • Implement a new Infrastructure Management Software for the Water, Sewer & Stormwater & Geographic Information Systems (GIS) layer Phase 	Public Works: % of Projects completed Inventory maintained for the repair and maintenance and construction related to streets, streetlights, water, sewer, drainage, pump stations. Infrastructure repairs (sidewalks, curb/gutter, roadways repaved, pot holes repaired, water meters replaced. Water mains installed/replaced, streetlights and landscape up lights maintained) Sewer and storm maintenance (stoppages cleared, sewer mains cleared, storm-water drains/catch basins cleaned) Facility Repairs (air conditioning, electrical repairs, painting, plumbing, maintenance) Fleet: Number of fleet preventive maintenance jobs/fleet maintenance repair costs Fleet vehicle/equipment downtime hours
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SUPPORTING INITIATIVES

Financial Sustainability	<ul style="list-style-type: none"> • Help with the City's ongoing efforts to improve our revenue collection through better monitoring of franchise fees, roll-off fees, and right-of-ways fees. 	Budget & Performance Improvement: Number of audits
Community Access & Involvement	<ul style="list-style-type: none"> • Fund Spanish-language subtitling for all rebroadcast City Commission on Channel 20. 	City Clerk: Number of Commission meetings
Motivated & Skilled Workforce	<ul style="list-style-type: none"> • Publish and mail a community newsletter on a quarterly basis. 	Communications: Number of external newsletters produced

**OFFICE OF BUDGET & PERFORMANCE IMPROVEMENT (OBPI) WORK PLAN
FY 2004/05 BUDGET DEVELOPMENT PROCESS**

DATE	ACTIVITY
February 19 th	Budget planning workshop and distribution of budget development packets to departments.
Week of February 23 rd	Department Directors confer with Assistant City Managers during budget development for approvals; ensure input received from Boards/Committees is addressed in their budget submission.
March 22 nd	Last day to submit budget proposals for FY 2004/05 to the Office of Management and Budget (OMB) with Assistant City Manager's approval except for the departments' listed below.
March 31 st	Last day to submit budget proposals for FY 2004/05 to the Office of Management and Budget (OMB) with Assistant City Manager's approval for PARKS & RECREATION, NEIGHBORHOOD SERVICES, POLICE, FIRE, AND PUBLIC WORKS.
April 5 th – May 4 th	Budget reviews with Departments, Assistant City Managers, and OMB
May 7 th – June 4 th	City Manager schedules reviews with Department Directors, ACM, OMB, and CFO to review budget submissions.
June and July	City Commission Briefings; obtain input on preliminary General Fund Budget.
June	Budget Advisory Committee (BAC) hosts Public Forum; invite citizens, boards/committees, community groups.
July 1 st	City receives "2004 Certification of Taxable Value," FORM DR-420 from the County Property Appraiser. City Manager sets final adjustments to Proposed Budget document.
Week of July 12 th	City Commission Workshop; obtain input on preliminary funding levels.
Week of July 19 th	Proposed Budget to Print Shop.
Week of July 23 rd	Proposed Budget forwarded to the Mayor and Members of the City Commission.
July 28 th	City Commission meets to set tentative property millage rates.
August 2 nd	Proposed property millage, FORM DR-420, sent to County Property Appraiser and Tax collector by 5:00 p.m.
BY OR BEFORE August 24 th	County Property Appraiser's Office mails notice of proposed property tax rates to property owners.
Month of September	First and second public hearings; tentative and final millage rates and operating budgets adopted.
WITHIN 15 DAYS OF FIRST PUBLIC HEARING	Advertise tentative budget and millage, and date for second public hearing in <u>Neighbors/Herald</u> .
WITHIN 3 DAYS FOLLOWING ADVERTISEMENT	Second public hearing held to adopt final millage and budget.
WITHIN 3 DAYS FOLLOWING SECOND PUBLIC HEARING	Final adopted millage delivered to County Property Appraiser and Tax Collector by 5:00 p.m.
WITHIN 30 DAYS FOLLOWING SECOND PUBLIC HEARING	City submits "Certificate of Compliance," FORM DR-487 to Florida Department of Revenue in Tallahassee.

BUDGET DEVELOPMENT AND ADOPTION

POLICY: The Office of Management & Budget Performance Improvement (OBPI) is responsible for ensuring the financial stability and integrity of the organization by maintaining a balanced budget. This is accomplished by the development, presentation, and adoption of the organization's annual operating budget in accordance with the requirements of Florida State Statutes 200.065, commonly referred to as TRIM, (TRUTH IN MILLAGE). Additionally, Florida State Statute 166.241 (2) requires that the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves.

Procedures:

Budget Development

In October, OBPI prepares the annual budget calendar which covers the period October-September and outlines the steps to be followed throughout the budget development and adoption processes. It lists milestones and critical due dates for all processes and conforms to prescribed deadlines set forth in the State of Florida TRIM Legislation (F. S. S. 200).

Concurrent to preparation of the annual budget calendar, OBPI begins to formulate tentative revenue and expenditure limits which translate into preliminary budget limits for each department. These limits are based on sound revenue assumptions and funding necessary to continue the current service level

OBPI schedules the citywide budget workshop, held in February, and notifies the department director of the date, time, and location of the workshop via an inter-office E-MAIL. Each department director is responsible for advising OBPI of the number of attendees at the session, such that ample manuals and supporting material will be available. During the workshop, each department director is given a budget development packet which includes a budget instruction manual, a computer disk upon which to prepare its departmental budget request, and preliminary OBPI Expenditure Limits for salaries, benefits, and internal services for the upcoming fiscal year.

Concurrent with this internal process, is an external process. City boards/committees composed of citizens and City staff, usually meet at least once monthly. Their input is solicited to obtain perceived needs and priorities for service levels within the committees' purview such that these areas of concern and interest may subsequently be included in the proposed citywide budget if deemed appropriate by the Administration and funding can be identified.

Each department director after attending the budget workshop, returns to his department and prepares their budget request for the ensuing fiscal year during the period between February 19th and March 10th (or 31st for selected departments). The City Manager has a preliminary meeting with each department to discuss potential savings and review the strategic priorities

adopted by the Commission as they relate to the department's goals and objectives. Prior to submittal of the department's budget request to OBPI, the department director must meet with his respective Assistant City Manager to obtain their approval in advance of completion. Upon completion, the request is then submitted to OBPI on or before March 10th (or March 31st for the Parks & Recreation, Neighborhood Services, Police, Fire, and Public Works Departments).

Upon receipt, the analyst assigned to the respective department will review the budget submission for accuracy and completeness, in accordance with the tenets of the budget instruction manual. The analyst then begins to evaluate the request. Each expenditure category (salary/fringe benefits, operations, and capital items) is reviewed for accuracy and justification. The supporting narrative, organizational chart, and position authorizations are also reviewed for grammar and content. OBPI summarizes the department's request in a spreadsheet which is attached to the department's line-item request, and binds all materials in a notebook for subsequent review with the Director of OBPI and the City Manager.

After OBPI completes the informal review of all departmental budget requests, a formal review of the submission is conducted before the City Manager, the OBPI Director, the Chief Financial Officer (CFO), the appropriate Assistant City Manager and department directors during the months of April and May. The purpose of this presentation is to provide the City Manager with the specifics of the department's budget request, so that when funding priorities are determined, the City Manager will have direct knowledge of the request to either maintain or increase the current service level.

After each department director has presented its budget to the City Manager, OBPI makes a funding recommendation in late June, based upon directives received by the City Manager resulting from the departmental meetings.

During mid July, the Administration holds City Commission briefings to advise them of the status of the budget process and preliminary funding levels.

A workshop of the full City Commission is held in mid July to obtain reaction to preliminary funding levels recommended by the Administration for the upcoming fiscal year. This public meeting is advertised in the newspaper, held in Commission chambers, televised on the local community access channel by the Office of the City Clerk, and hosted by the Administration. Based on directives received at the workshop, the Administration then makes funding adjustments to preliminary funding levels announced during the workshop.

On July 1st, OBPI receives the annual Certification of Taxable Value from the Miami-Dade County Property Appraiser which states the assessed value of real and personal property within Miami Beach. Since property taxes are the largest revenue stream to the City, this information provides the basis for final adjustments to the operating budget.

Based on this certification, Commission policies, Administration directives, public input, departmental requests, OBPI finalizes a fiscally sound financial plan to support current or enhanced service levels. This plan is then translated into a proposed annual operating budget document which is released to the Commission, Administration, department directors, and the general public in late July.

At the second Commission meeting in July, OBPI prepares an agenda item for submission to the Commission which provides an overview of the Proposed Budget document, seeks to set tentative operating and debt service millage rates for both the principal taxing authority and its dependent taxing district (Normandy Shores), and sets the date, time, and location of the first of two public hearings during September to consider operating and debt service millages and budgets.

Based upon Commission action taken at the second meeting in July, the OBPI transmits within three days, on a Department of Revenue Form, Number DR-420, the tentative operating and debt service millage rates, to both the Miami-Dade County Property Appraiser and Tax Collector, pursuant to TRIM legislation.

Budget Adoption

During the month of September, OBPI prepares agenda items for Commission action for the first and second public budget hearings. At the first hearing, the Commission adopts tentative operating and debt service millage rates and budgets for both the principal taxing authority and its dependent taxing district (Normandy Shores), and sets the date, time, and location for its second public budget hearing.

Advertisement for the second public budget hearing is prepared by OBPI in accordance with the TRIM Legislation. The notice contains the tentatively adopted millage rates and budgets from the first public hearing, a notice of tax increase, if applicable, and the date, time, and location for the second public budget hearing. The ad must be placed in a newspaper of general circulation within 15 days of adopting the tentative millage and budget, and 2 to 5 days prior to the public budget hearing. The hearing must be scheduled after 5:00 P.M. on any weekday.

The agenda item for the second public budget hearing is prepared by OBPI and serves as the final public hearing required to adopt final millage rates and budgets for both the principal taxing authority and its dependent taxing district (Normandy Shores). The CFO prepares the Proposed Capital Budget.

Based on Commission action taken at the second meeting in September, OBPI transmits within three days, certified Resolutions on the final millages and budgets, to both the Miami-Dade County Property Appraiser and Tax Collector. Within 30 days, OBPI submits "Certificate of Compliance", on Department of Revenue Form Number DR-487, to the Florida Department of Revenue in Tallahassee, pursuant to TRIM Legislation.

OBPI ensures that an Adopted Citywide Budget is printed and released to the Commission, Administration, department directors, and the general public by the end of December.

Budget Amendment and Authorization

The budget is adopted at the fund and department level. Once the budget has been approved, any transfers between fund or department must be approved by the City Commission. During the course of the fiscal year, the budget may have to be amended to cover unexpected deviations in estimated revenues or expenses. Since State of Florida statutes mandate that the budgets be balanced, the City Manager must present to the Commission the necessity for the amendment as well as the source for the needed funds.

In accordance with Item 12 in the Citizen Bill of Rights contained in the City Charter, Resolution No. 94-21258, and Letter to the Commission (LTC) 162-1994, quarterly reports on the fiscal condition of the City are presented to the City Commission. This analysis compares budget to actual variances and projects year-end revenues and expenditures for General, Enterprise, and Internal Service Funds. Recommendations for remedial actions to correct weaknesses and amendments to the budget, if necessary are provided by the Administration.

FINANCIAL POLICIES

General Fund Reserve for Contingencies (11% Emergency Reserve)

On June 5, 1996, the City Commission adopted Resolution No. 96-22014 which appropriated \$ 10 million into a reserve for contingencies in the General Fund. This resolution called for this reserve to remain at 11% of the General Fund Operating Budget of the ensuing year. The current reserve for contingencies is \$17,414,131.

Cash Management Policy

Excess cash during the year is invested in cash deposits, money market funds, U.S. Treasury obligations, U.S. government agencies, commercial paper, corporate bonds, and repurchase agreements. The investment policy of the City is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits were either covered by federal depository insurance or a collateral pool held by the State Treasurer for the benefit of all public deposits in Florida, or by collateral held by third parties in trust in the name of the City. All cash and investments of the City currently meet the criteria for Risk Category #1 as defined by the Governmental Accounting Standards Board.

Capital Budget

The Capital Budget is included in a separate book. It presents budgets for both current and new capital projects necessary to improve, enhance and maintain public facilities and infrastructure to meet the service demands of residents and visitors to the City of Miami Beach. Capital reserves, debt service payments, and capital purchases found in the operating budget are not included in this budget. As capital projects are completed, their costs, such as maintenance and upkeep are funded in the operating budget by the appropriate departments.

Debt Policy

Article III of the City Charter empowers the City Commission with the authority, by resolution, to issue bonds for the purpose of paying all or part of the cost of projects. The principal of and interest on each series of bonds shall be payable from pledged revenues. At the option of the commission, the city may covenant to budget and appropriate from non-ad valorem revenue sources identified by the city by resolution or from general non-ad valorem revenues of the city an amount necessary to make up any deficiency in the payment of the bonds.

ACCOUNTING BASIS

The accounts of the governmental fund types (General, Special Revenue, and Debt Service Funds) have been prepared on the modified accrual basis of accounting. Modifications of the accrual basis of accounting are as follows:

- (1) Revenues susceptible to accrual, and material revenues that are not received at their normal time are recorded on the accrual basis, while other revenues are recorded when received in cash.
- (2) Expenditures are recorded on an accrual basis with these exceptions: prepaid expense items are recognized as expenditures at the time of purchase and interest on long-term debt is recognized as expenditures at maturity date.
- (3) Encumbrances are recorded as reservations of fund balance until they are actually expended or accrued as a liability in the fund.

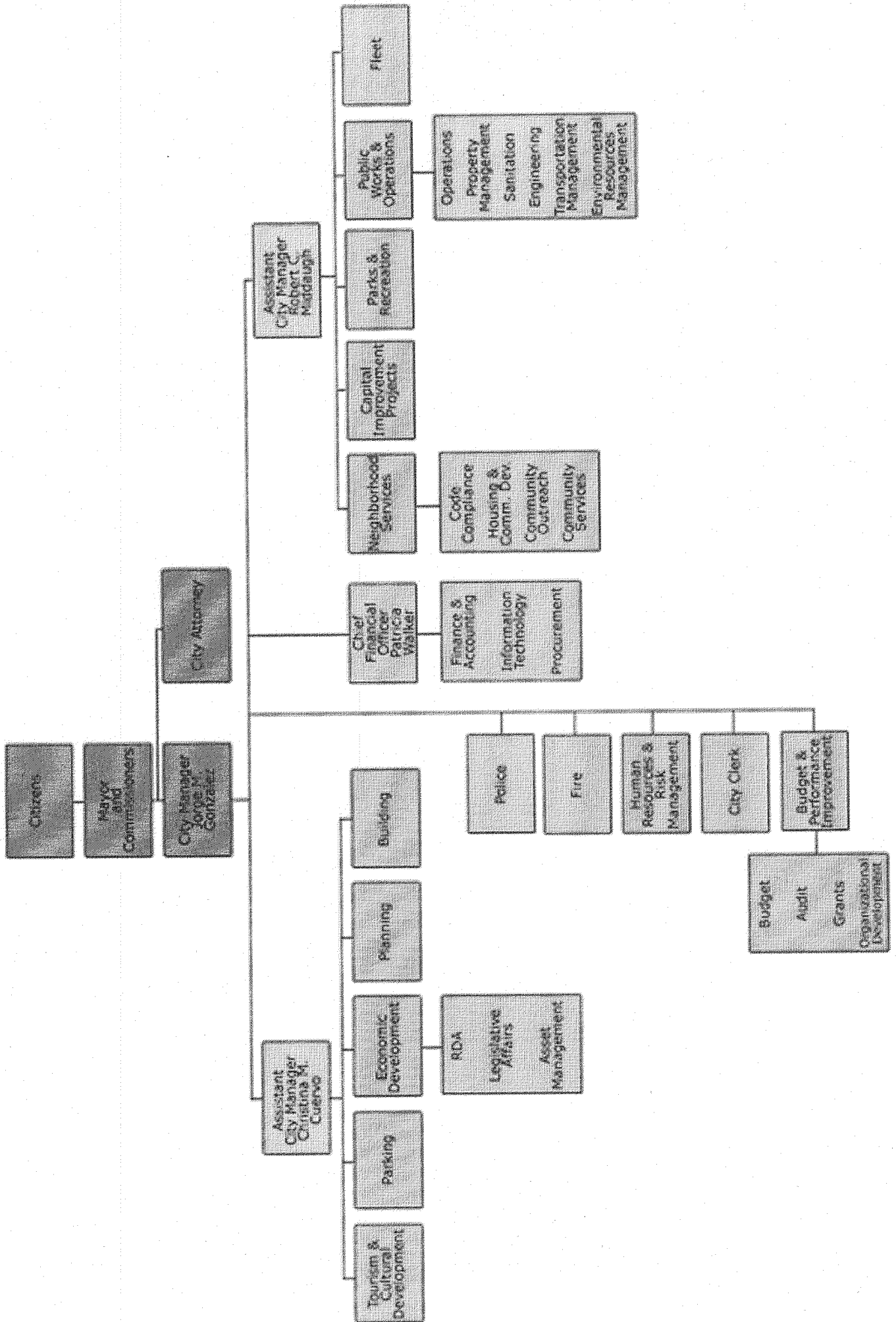
The accounts of the Proprietary Funds (Enterprise and Internal Service) have been prepared on the full accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned; expenses are recognized in the period in which they are incurred. Water, Sewer, Sanitation and Stormwater utility service revenues are recognized as billed.

BUDGETARY BASIS

Annual budgets are adopted for the General Fund, General Obligation Debt Service Fund, Enterprise Fund and Internal Service Funds. All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) (i.e., the governmental funds use the modified accrual basis of accounting while the proprietary funds use the full accrual basis). Exceptions to GAAP are as follows: (a) Principal payments on long-term debt within the Proprietary Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis; and (b) Capital outlay within the Proprietary Funds are recorded as assets on a GAAP basis and expended on a Budget basis.

The appropriated budget is prepared by fund and department. Pursuant to State of Florida Statutes, the budget must be balanced. The government's department directors may make transfers of appropriations within a department line item subject to OMB approval. Transfers of appropriations between departments require the approval of the City Commission. The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is the department level. Appropriations lapse at year-end except appropriations for Grant funds and Capital Improvement Project Funds which are carried forward until such time as the project is completed.

City of Miami Beach City Departments and Divisions Functional Reporting Chart



TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2004-2005

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
MAYOR & COMMISSION	\$1,260,879					\$1,260,879
ADMINISTRATIVE SUPPORT SERVICES						38,459,949
CITY MANAGER	1,888,209					
Communications	272,588					
BUDGET & PERFORMANCE IMPROV	1,549,053					
FINANCE	3,460,126					
Procurement	706,999					
Information Technology					11,091,771	
HUMAN RESOURCES	1,393,979					
Risk Management					15,622,922	
LABOR RELATIONS	193,332					
CITY CLERK	1,527,654					
Central Services					753,316	
CITY ATTORNEY	3,198,595					3,198,595
ECONOMIC DEV. & CULTURAL ARTS						25,922,226
Economic Development						
ECONOMIC DEVELOPMENT	854,064					
BUILDING	5,482,359					
PLANNING	2,615,594					
Cultural Arts						
TOURISM & CULTURAL DEV	1,138,403					
BASS MUSEUM	1,259,432					
Tourism & Cultural Development						
CONVENTION CENTER/TOPA				14,572,374		
OPERATIONS						131,333,866
NEIGHBORHOOD SERVICES	3,730,078					
PARKS & RECREATION	21,515,815					
PUBLIC WORKS	6,073,888					
Property Management					7,321,436	
Sanitation				7,691,739		
Sewer				26,847,000		
Stormwater				8,050,000		
Water				20,098,000		
CAPITAL IMPROVEMENT PROGRAM	2,767,082					
PARKING				21,566,690		
FLEET MANAGEMENT					5,672,138	
PUBLIC SAFETY						97,723,102
POLICE	61,372,608					
FIRE	36,350,494					
CITYWIDE ACCOUNTS						8,211,577
CITYWIDE ACCTS-Normandy Shores	136,663					
CITYWIDE ACCTS-Operating Contingency	1,000,000					
CITYWIDE ACCTS-Other	7,074,914					
INVESTMENT IN FACILITIES & INFRASTRUCTURE	1,347,070					1,347,070
G.O. DEBT SERVICE		10,134,942				10,134,942
RDA						21,223,277
South Pointe			11,766,831			
City Center			9,456,446			
TOTAL - ALL FUNDS	\$168,169,878	\$10,134,942	\$21,223,277	\$98,825,803	\$40,461,583	\$338,815,483

FISCAL YEAR 2004-2005 TOTAL BUDGET BY FUNCTION

Appropriation of Budget by Fund	Mayor and Commission	Admin Support Svc	City Attorney	Econ Dev & Cultr Arts	Operations	Public Safety	Citywide Accounts	Millage for Cap. Replace	G.O. Debt Service	Totals	Percent of Total
General Fund	\$1,260,879	\$10,991,940	\$3,198,595	\$11,349,852	\$34,086,863	\$97,723,102	\$8,211,577	1,347,070		\$168,169,878	53.0%
G.O. Debt Service Fund									10,134,942	10,134,942	3.2%
Enterprise Funds				14,572,374	84,253,429					98,825,803	31.1%
Internal Service Funds		27,468,009			12,993,574					40,461,583	12.7%
Total	\$1,260,879	\$38,459,949	\$3,198,595	\$25,922,226	\$131,333,866	\$97,723,102	\$8,211,577	\$1,347,070	\$10,134,942	\$317,592,206	100.0%
PERCENT OF TOTAL	0.4%	12.1%	1.0%	8.2%	41.4%	30.8%	2.6%	0.4%	3.2%		100.0%

FISCAL YEAR 2003-2004 TOTAL BUDGET BY FUNCTION

Appropriation of Budget by Fund	Mayor and Commission	Admin Support Svc	City Attorney	Econ Dev & Cultr Arts	Operations	Public Safety	Citywide Accounts	G.O. Debt Service	Totals	Percent of Total
General Fund	\$1,164,053	\$10,188,915	\$3,095,528	\$9,506,588	\$35,810,848	\$84,844,102	\$7,752,402		\$152,362,436	51.1%
G.O. Debt Service Fund								10,200,337	10,200,337	3.4%
Enterprise Funds				14,160,053	83,525,152				97,685,205	32.8%
Internal Service Funds		25,843,253			12,052,215				37,895,468	12.7%
Total	\$1,164,053	\$36,032,168	\$3,095,528	\$23,666,641	\$131,388,215	\$84,844,102	\$7,752,402	\$10,200,337	\$298,143,446	100.0%
PERCENT OF TOTAL	0.4%	12.1%	1.0%	7.9%	44.1%	28.5%	2.6%	3.4%		100.0%

ALL FUNDS

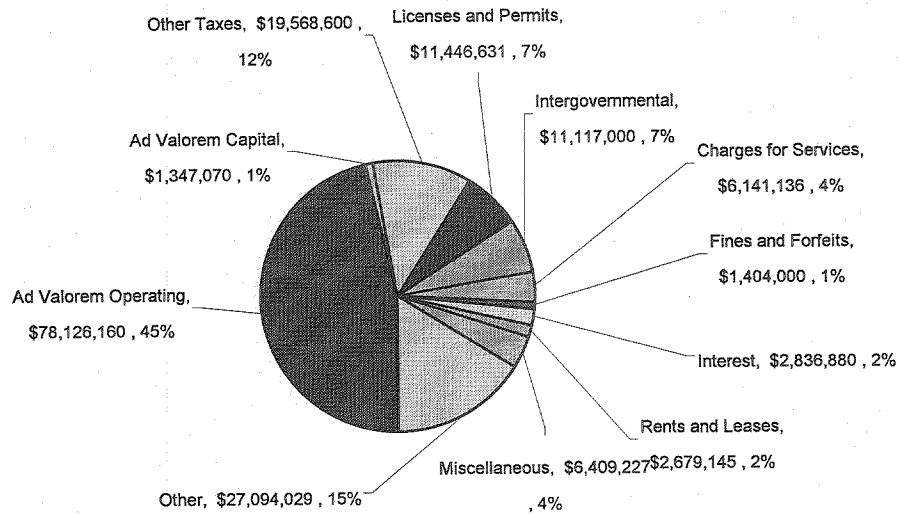
Summary of Revenues, Expenditures and Changes in Balance

(For Budgetary Purposes Only)

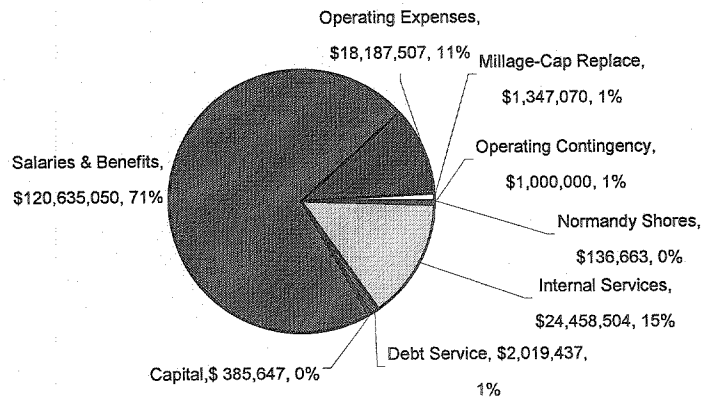
ALL FUNDS	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
General Fund	\$129,481,537	\$143,135,987	\$152,362,436	\$154,634,318	\$168,169,878
G.O. Debt Service Fund	9,747,094	10,253,399	10,200,337	10,211,408	10,134,942
Enterprise Funds	86,950,885	90,803,836	92,772,099	96,496,165	94,507,803
Internal Service Funds	31,387,788	31,833,727	34,295,968	34,043,527	35,478,283
Total	\$257,567,304	\$276,026,949	\$289,630,840	\$295,385,418	\$308,290,906
Expenditures					
Salaries & Benefits	\$113,120,957	\$128,974,712	\$136,682,831	\$136,183,932	\$150,543,241
Operating Expenses	78,379,117	82,232,712	87,100,794	82,886,830	77,977,110
Renewal & Replacement	11,109,538	10,725,920	9,223,150	8,272,164	21,570,320
Internal Services	28,867,377	30,292,259	32,434,883	32,196,040	33,516,102
Capital	14,639,561	4,868,443	6,092,620	5,954,305	6,624,801
Debt Service	21,454,014	23,935,026	26,609,168	26,273,182	26,013,562
Total	\$267,570,564	\$281,029,072	\$298,143,446	\$291,766,453	\$316,245,136
Add back Capital and Principal shown above for budget purposes only	17,004,393	9,048,441	0	8,528,993	0
Net Increase/(Decrease) in Balance	\$7,001,133	\$4,046,318	(\$8,512,606)	\$12,147,958	(\$7,954,230)
Add: Depreciation on contributed capital	0	0	0	0	0
Capital Contributions	984,816	1,005,245	0	0	0
Beginning Balance	\$176,596,696	\$184,582,645	\$189,634,208	\$189,634,208	\$201,782,166
Ending Balance	\$184,582,645	\$189,634,208	\$181,121,602	\$201,782,166	\$193,827,936

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**FY 2005 Adopted
General Fund Revenues
\$168,169,878**



**FY 2005 Adopted
General Fund Expenditures
\$168,169,878**



GENERAL FUND

Summary of Revenues, Expenditures and Changes in Fund Balance

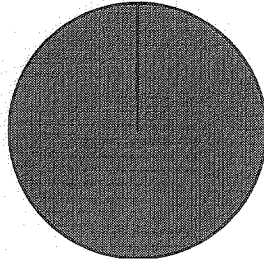
(For Budgetary Purposes Only)

	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Property Taxes	\$53,877,791	\$59,825,305	\$68,168,976	\$68,791,178	\$78,033,859
Capital Replacement	0	0	0	0	1,347,070
Property Taxes - Normandy Shores	54,494	64,162	81,758	81,758	92,301
Other Taxes	20,385,551	19,418,343	19,443,050	20,068,846	19,568,600
Licenses and Permits	9,733,493	10,363,492	11,003,905	13,092,903	11,446,631
Intergovernmental Revenues	9,548,395	11,120,140	11,464,000	11,363,545	11,117,000
Charges for Services	1,760,346	4,636,398	5,925,965	5,455,025	6,141,136
Fines and Forfeits	1,704,958	1,789,933	1,758,677	1,699,537	1,404,000
Interest Earnings	2,790,260	1,842,362	2,800,000	2,159,747	2,836,880
Rents and Leases	1,446,707	2,675,854	2,477,385	2,444,766	2,679,145
Miscellaneous	6,303,196	8,236,652	6,080,374	5,916,663	6,409,227
Other-Resort Tax Contribution	15,031,450	16,318,450	16,318,450	16,318,450	18,928,608
Other Non-Operating Revenues	6,844,896	6,844,896	6,839,896	7,241,900	8,165,421
Total	\$129,481,537	\$143,135,987	\$152,362,436	\$154,634,318	\$168,169,878
Expenditures					
Salaries & Benefits	\$91,116,504	\$104,885,969	\$109,480,332	\$109,832,752	\$120,635,050
Operating Expenses	12,851,521	14,967,770	15,634,604	16,417,809	18,187,507
Normandy Shores	94,650	120,000	125,800	125,800	136,663
Operating Contingency	81,685	0	916,568	0	1,000,000
Capital Replacement	0	0	0	0	1,347,070
Internal Services	21,625,208	21,372,490	23,721,748	23,516,544	24,458,504
Capital	2,217,478	683,630	569,550	2,135,312	385,647
Debt Service	497,715	864,280	1,913,834	1,307,715	2,019,437
Total	\$128,484,761	\$142,894,139	\$152,362,436	\$153,335,932	\$168,169,878
Net Increase/(Decrease) in Fund Balance	\$996,776	\$241,848	\$0	\$1,298,386	\$0
Beginning Fund Balance	\$27,930,007	\$28,926,783	\$29,168,631	\$29,168,631	\$30,467,017
Ending Fund Balance	\$28,926,783	\$29,168,631	\$29,168,631	\$30,467,017	\$30,467,017

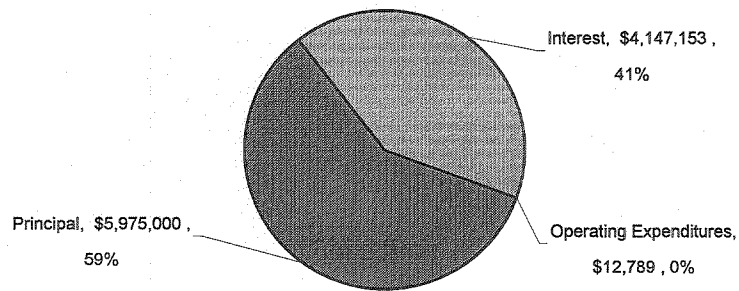
NOTE: Pursuant to City policy, Resolution #96-22014 mandates that the Fund Balance of the General Fund include a Reserve for Contingencies of 11% of the General Fund Operating Budget each fiscal year. The reserves per fiscal year are as follows: FY 02 - \$15,662,687; FY 03 - \$17,414,131; FY 04 - \$17,414,131; and FY 05 - \$18,607,574. The balance net of this reserve is available for appropriation.

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**FY 2005 Adopted G.O. Debt Service
Revenue
\$10,134,942**



**FY 2005 Adopted G.O. Debt Service
Expenditures
\$10,134,942**



GENERAL OBLIGATION DEBT SERVICE FUND

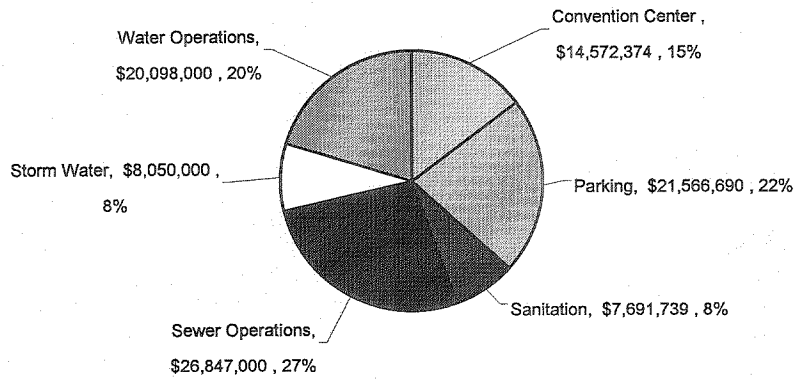
Summary of Revenues, Expenditures and Changes in Fund Balance

(For Budgetary Purposes Only)

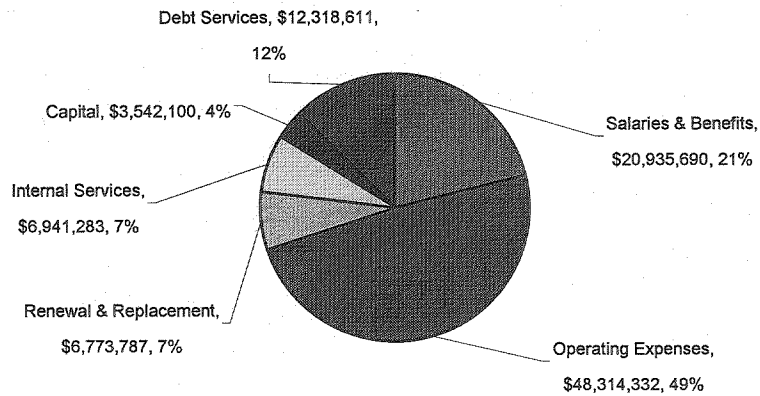
G.O. DEBT SERVICE	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Ad Valorem Taxes (0.748)	\$9,644,645	\$10,237,793	\$10,200,337	\$10,211,408	\$10,134,942
Other	102,449	15,606	0	0	0
Total	\$9,747,094	\$10,253,399	\$10,200,337	\$10,211,408	\$10,134,942
Expenditures					
Principal	\$7,175,000	\$7,285,000	\$5,515,000	\$5,515,000	\$5,975,000
Interest	2,567,435	2,233,801	4,665,755	4,665,755	4,147,153
Operating Expenditures	5,716	664,333	19,582	19,582	12,789
Total	\$9,748,151	\$10,183,134	\$10,200,337	\$10,200,337	\$10,134,942
Net Increase/(Decrease) in Fund Balance	(\$1,057)	\$70,265	\$0	\$11,071	\$0
Beginning Fund Balance	\$1,205,431	\$1,204,374	\$1,274,639	\$1,274,639	\$1,285,710
Ending Fund Balance	\$1,204,374	\$1,274,639	\$1,274,639	\$1,285,710	\$1,285,710

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**FY 2005 Adopted
Enterprise Fund Revenues
\$98,825,803**



**FY 2005 Adopted
Enterprise Fund Expenses
\$98,825,803**



ALL ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

ALL ENTERPRISE FUNDS	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Charges for Services	\$82,367,427	\$85,883,176	\$87,841,819	\$91,705,737	\$89,484,101
Interest Earnings/Other	4,583,458	4,920,660	4,930,280	4,790,428	5,023,702
Total	\$86,950,885	\$90,803,836	\$92,772,099	\$96,496,165	\$94,507,803
Expenses					
Salaries & Benefits	\$15,095,196	\$16,331,898	\$18,979,874	\$18,490,511	\$20,935,690
Operating Expenses	44,993,013	45,684,229	48,734,500	46,221,307	48,314,332
Renewal & Replacement	5,998,760	6,570,582	6,773,787	6,532,435	6,773,787
Internal Services	5,459,553	6,726,562	6,530,696	6,598,790	6,941,283
Capital (for budget purposes only)	8,306,712	1,613,109	2,901,070	2,224,146	3,542,100
Debt Service (incl Principal-budget purposes)	11,042,554	12,694,866	13,765,278	13,761,974	12,318,611
Total	\$90,895,788	\$89,621,246	\$97,685,205	\$93,829,163	\$98,825,803
Add back Capital and Principal shown above for budget purposes only	12,751,983	6,310,595	0	6,934,146	0
Net Income (Loss)	\$8,807,080	\$7,493,185	(\$4,913,106)	\$9,601,148	(\$4,318,000)
Add: Depreciation on contributed capital	0	0	0	0	0
Capital Contributions	35,559	95,320	0	0	0
Beginning Retained Earnings	\$122,402,194	\$131,244,833	\$138,833,338	\$138,833,338	\$148,434,486
Ending Retained Earnings	\$131,244,833	\$138,833,338	\$133,920,232	\$148,434,486	\$144,116,486

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

CONVENTION CENTER	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Charges for Services	\$8,270,740	\$8,040,411	\$8,376,203	\$7,985,574	\$8,398,524
Interest Earnings/Other	2,568,305	2,687,238	2,708,850	2,694,712	3,098,850
Total	\$10,839,045	\$10,727,649	\$11,085,053	\$10,680,286	\$11,497,374
Expenses					
Salaries & Benefits	\$4,048,537	\$4,067,719	\$4,403,364	\$4,411,008	\$4,652,371
Operating Expenses	4,929,038	5,024,115	5,546,528	5,350,570	5,773,759
Renewal & Replacement	2,716,978	2,851,077	3,075,000	3,075,000	3,075,000
Internal Services	783,694	1,454,414	1,135,161	1,134,818	1,071,244
Capital (for budget purposes only)	0	0	0	0	0
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	\$12,478,247	\$13,397,325	\$14,160,053	\$13,971,396	\$14,572,374
Add back Capital and Principal shown above for budget purposes only	0	0	0	0	0
Net Income (Loss)	(\$1,639,202)	(\$2,669,676)	(\$3,075,000)	(\$3,291,110)	(\$3,075,000)
Add: Depreciation on contributed capital	0	0	0	0	0
Capital Contributions	0	0	0	0	0
Beginning Retained Earnings	\$32,716,278	\$31,077,076	\$28,407,400	\$28,407,400	\$25,116,290
Ending Retained Earnings	\$31,077,076	\$28,407,400	\$25,332,400	\$25,116,290	\$22,041,290

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

PARKING	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Charges for Services	\$20,187,752	\$20,874,043	\$20,237,613	\$22,410,572	\$21,222,580
Interest Earnings/Other	516,455	167,374	477,888	320,539	344,110
Total	\$20,704,207	\$21,041,417	\$20,715,501	\$22,731,111	\$21,566,690
Expenses					
Salaries & Benefits	\$4,110,077	\$4,692,131	\$5,553,532	\$5,118,458	\$5,932,492
Operating Expenses	7,598,201	8,398,750	9,523,986	9,031,522	9,531,750
Renewal & Replacement	1,378,576	1,753,112	1,633,409	1,633,409	1,633,409
Internal Services	1,306,557	1,519,421	1,604,468	1,696,795	1,869,833
Capital (for budget purposes only)	6,816,621	96,924	214,000	205,727	413,100
Debt Service (incl Principal-budget purposes)	2,186,106	2,186,106	2,186,106	2,186,106	2,186,106
Total	\$23,396,138	\$18,646,444	\$20,715,501	\$19,872,017	\$21,566,690
Add back Capital and Principal shown above for budget purposes only	7,976,341	793,662	0	1,005,727	0
Net Income (Loss)	\$5,284,410	\$3,188,635	\$0	\$3,864,821	\$0
Add: Depreciation on contributed capital Capital Contributions	0	0	0	0	0
	0	52,845	0	0	0
Beginning Retained Earnings	\$40,831,823	\$46,116,233	\$49,357,713	\$49,357,713	\$53,222,534
Ending Retained Earnings	\$46,116,233	\$49,357,713	\$49,357,713	\$53,222,534	\$53,222,534

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

SANITATION	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Charges for Services	\$5,494,260	\$6,097,324	\$6,608,003	\$6,686,037	\$7,254,997
Interest Earnings/Other	418,064	378,572	411,542	408,488	436,742
Total	\$5,912,324	\$6,475,896	\$7,019,545	\$7,094,525	\$7,691,739
Expenses					
Salaries & Benefits	\$2,201,416	\$2,583,037	\$3,403,418	\$3,252,176	\$3,911,779
Operating Expenses	2,408,318	2,674,208	2,516,054	2,427,023	2,571,091
Renewal & Replacement	221,152	242,043	195,378	213,485	195,378
Internal Services	719,283	740,280	700,523	700,523	813,491
Capital (for budget purposes only)	367,757	199,467	36,000	73,458	50,000
Debt Service (incl Principal-budget purposes)	86,664	152,137	204,172	204,172	150,000
Total	\$6,004,590	\$6,591,172	\$7,055,545	\$6,870,837	\$7,691,739
Add back Capital and Principal shown above for budget purposes only	431,850	330,215	0	73,458	0
Net Income (Loss)	\$339,584	\$214,939	(\$36,000)	\$297,146	\$0
Add: Depreciation on contributed capital Capital Contributions	0 35,559	0 16,877	0 0	0 0	0 0
Beginning Retained Earnings	\$3,006,864	\$3,382,007	\$3,613,823	\$3,613,823	\$3,910,969
Ending Retained Earnings	\$3,382,007	\$3,613,823	\$3,577,823	\$3,910,969	\$3,910,969

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

SEWER	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Charges for Services	\$25,594,663	\$26,283,883	\$26,970,000	\$26,186,990	\$25,956,000
Interest Earnings/Other	432,924	864,671	625,000	678,272	554,000
Total	\$26,027,587	\$27,148,554	\$27,595,000	\$26,865,262	\$26,510,000
Expenses					
Salaries & Benefits	\$1,680,299	\$1,600,209	\$1,666,193	\$1,804,190	\$1,979,428
Operating Expenses	19,590,346	18,863,425	19,415,686	17,472,489	18,026,784
Renewal & Replacement	1,020,850	1,070,021	1,080,000	971,541	1,080,000
Internal Services	1,264,700	1,454,542	1,451,517	1,436,663	1,495,857
Capital (for budget purposes only)	423,615	191,531	591,000	292,851	757,000
Debt Service (incl Principal-budget purposes)	3,985,241	4,121,160	4,489,640	4,489,640	3,507,931
Total	\$27,965,051	\$27,300,888	\$28,694,036	\$26,467,374	\$26,847,000
Add back Capital and Principal shown above for budget purposes only	2,420,919	2,191,531	0	2,292,851	0
Net Income (Loss)	\$483,455	\$2,039,197	(\$1,099,036)	\$2,690,739	(\$337,000)
Add: Depreciation on contributed capital	0	0	0	0	0
Capital Contributions	0	0	0	0	0
Beginning Retained Earnings	\$21,891,499	\$22,374,954	\$24,414,151	\$24,414,151	\$27,104,890
Ending Retained Earnings	\$22,374,954	\$24,414,151	\$23,315,115	\$27,104,890	\$26,767,890

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

STORMWATER	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Charges for Services	\$5,230,566	\$7,622,002	\$7,730,000	\$7,850,000	\$7,970,000
Interest Earnings/Other	193,777	80,572	175,000	70,000	80,000
Total	\$5,424,343	\$7,702,574	\$7,905,000	\$7,920,000	\$8,050,000
Expenses					
Salaries & Benefits	\$671,651	\$793,049	\$1,003,205	\$971,360	\$1,208,532
Operating Expenses	969,180	783,440	2,027,084	1,106,418	1,792,913
Renewal & Replacement	70,072	57,113	130,000	77,704	130,000
Internal Services	326,769	370,624	347,711	355,726	401,555
Capital (for budget purposes only)	88,927	213,672	822,000	705,338	942,000
Debt Service (incl Principal-budget purposes)	2,352,959	3,201,831	3,575,000	3,571,696	3,575,000
Total	\$4,479,558	\$5,419,729	\$7,905,000	\$6,788,242	\$8,050,000
Add back Capital and Principal shown above for budget purposes only	88,927	1,083,672	0	1,615,338	0
Net Income (Loss)	\$1,033,712	\$3,366,517	\$0	\$2,747,096	\$0
Add: Depreciation on contributed capital	0	0	0	0	0
Capital Contributions	0	12,799	0	0	0
Beginning Retained Earnings	\$7,493,921	\$8,527,633	\$11,906,949	\$11,906,949	\$14,654,045
Ending Retained Earnings	\$8,527,633	\$11,906,949	\$11,906,949	\$14,654,045	\$14,654,045

ENTERPRISE FUNDS

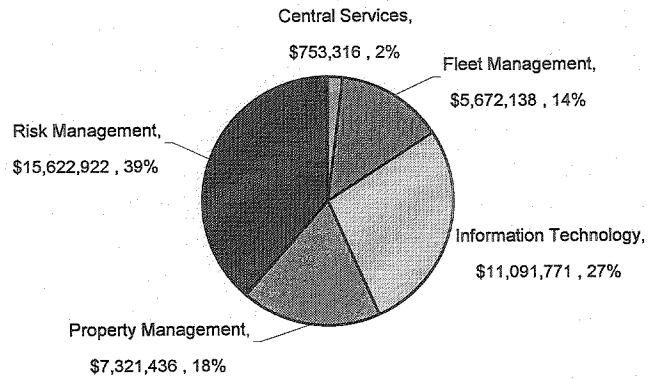
Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

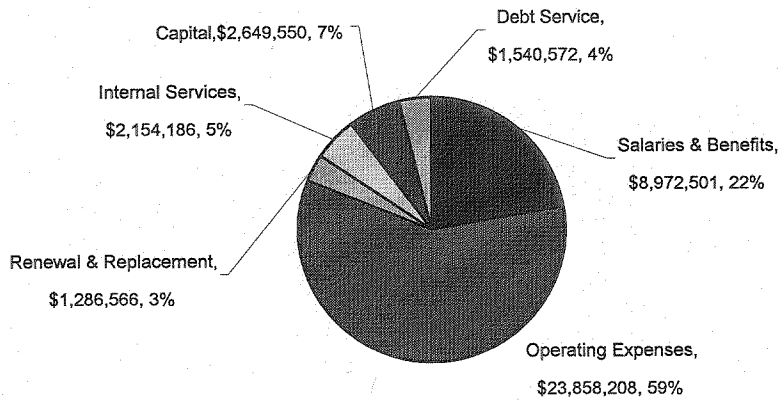
WATER	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Charges for Services	\$17,589,446	\$16,965,513	\$17,920,000	\$20,586,564	\$18,682,000
Interest Earnings/Other	453,933	742,233	532,000	618,417	510,000
Total	\$18,043,379	\$17,707,746	\$18,452,000	\$21,204,981	\$19,192,000
Expenses					
Salaries & Benefits	\$2,383,216	\$2,595,753	\$2,950,162	\$2,933,319	\$3,251,088
Operating Expenses	9,497,930	9,940,291	9,705,162	10,833,285	10,618,035
Renewal & Replacement	591,132	597,216	660,000	561,296	660,000
Internal Services	1,058,550	1,187,281	1,291,316	1,274,265	1,289,303
Capital (for budget purposes only)	609,792	911,515	1,238,070	946,772	1,380,000
Debt Service (incl Principal-budget purposes)	2,431,584	3,033,632	3,310,360	3,310,360	2,899,574
Total	\$16,572,204	\$18,265,688	\$19,155,070	\$19,859,297	\$20,098,000
Add back Capital and Principal shown above for budget purposes only	1,833,946	1,911,515	0	1,946,772	0
Net Income (Loss)	\$3,305,121	\$1,353,573	(\$703,070)	\$3,292,456	(\$906,000)
Add: Depreciation on contributed capital	0	0	0	0	0
Capital Contributions	0	12,799	0	0	0
Beginning Retained Earnings	\$16,461,809	\$19,766,930	\$21,133,302	\$21,133,302	\$24,425,758
Ending Retained Earnings	\$19,766,930	\$21,133,302	\$20,430,232	\$24,425,758	\$23,519,758

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**FY 2005 Adopted
Internal Service Fund Revenues
\$40,461,583**



**FY 2005 Adopted
Internal Service Fund Expenses
\$40,461,583**



ALL INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

ALL INTERNAL SERVICE FUNDS	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Inter-Departmental Charges	\$30,112,883	\$31,073,212	\$33,649,147	\$33,525,170	\$34,868,085
Interest Earnings/Other	1,274,905	760,515	646,821	518,357	610,198
Total	\$31,387,788	\$31,833,727	\$34,295,968	\$34,043,527	\$35,478,283
Expenses					
Salaries & Benefits	\$6,909,257	\$7,756,845	\$8,222,625	\$7,860,669	\$8,972,501
Operating Expenses	20,358,248	21,460,713	21,689,322	20,121,914	10,338,608
Renewal & Replacement	5,110,778	4,155,338	2,449,363	1,739,729	14,796,533
Internal Services	1,782,616	2,193,207	2,182,439	2,080,706	2,116,315
Capital (for budget purposes only)	4,115,371	2,571,704	2,622,000	1,594,847	2,697,054
Debt Service (incl Principal-budget purposes)	165,594	192,746	729,719	1,003,156	1,540,572
Total	\$38,441,864	\$38,330,553	\$37,895,468	\$34,401,021	\$40,461,583
Add back Capital and Principal shown above for budget purposes only	4,252,410	2,737,846	0	1,594,847	0
Net Income (Loss)	(\$2,801,666)	(\$3,758,980)	(\$3,599,500)	\$1,237,353	(\$4,983,300)
Add: Depreciation on contributed capital Capital Contributions	0 949,257	0 909,925	0 0	0 0	0 0
Beginning Retained Earnings	\$25,059,064	\$23,206,655	\$20,357,600	\$20,357,600	\$21,594,953
Ending Retained Earnings	\$23,206,655	\$20,357,600	\$16,758,100	\$21,594,953	\$16,611,653

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)					
CENTRAL SERVICES	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Inter-Departmental Charges	\$684,536	\$666,585	\$735,503	\$781,007	\$697,066
Interest Earnings/Other	18,176	2,929	2,500	1,433	1,500
Total	\$702,712	\$669,514	\$738,003	\$782,440	\$698,566
Expenses					
Salaries & Benefits	\$242,996	\$247,887	\$266,724	\$282,031	\$302,078
Operating Expenses	339,666	378,996	384,066	351,306	363,235
Renewal & Replacement	5,940	3,461	6,144	3,092	6,144
Internal Services	56,885	60,153	81,069	77,094	81,859
Capital (for budget purposes only)	0	0	0	0	0
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	\$645,487	\$690,497	\$738,003	\$713,523	\$753,316
Add back Capital and Principal shown above for budget purposes only	0	0	0	0	0
Net Income (Loss)	\$57,225	(\$20,983)	\$0	\$68,917	(\$54,750)
Add: Depreciation on contributed capital	0	0	0	0	0
Capital Contributions	0	0	0	0	0
Beginning Retained Earnings	\$119,118	\$176,343	\$155,360	\$155,360	\$224,277
Ending Retained Earnings	\$176,343	\$155,360	\$155,360	\$224,277	\$169,527

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

FLEET MANAGEMENT	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Inter-Departmental Charges	\$5,676,689	\$4,899,837	\$4,840,444	\$5,229,724	\$5,166,317
Interest Earnings/Other	300,727	383,487	453,321	405,649	428,321
Total	\$5,977,416	\$5,283,324	\$5,293,765	\$5,635,373	\$5,594,638
Expenses					
Salaries & Benefits	\$1,020,776	\$1,046,123	\$1,225,769	\$1,052,187	\$1,226,440
Operating Expenses	2,273,543	4,747,025	2,203,599	2,235,051	2,446,739
Renewal & Replacement	2,676,092	2,846,257	721,436	721,436	0
Internal Services	555,153	632,654	603,242	591,834	630,313
Capital (for budget purposes only)	2,075,725	116,148	72,500	35,840	77,500
Debt Service (incl Principal-budget purposes)	137,600	178,133	539,719	960,866	1,291,146
Total	\$8,738,889	\$9,566,340	\$5,366,265	\$5,597,214	\$5,672,138
Add back Capital and Principal shown above for budget purposes only	2,192,375	275,260	0	35,840	0
Net Income (Loss)	(\$569,098)	(\$4,007,756)	(\$72,500)	\$73,999	(\$77,500)
Add: Depreciation on contributed capital Capital Contributions	0 938,529	0 847,313	0 0	0 0	0 0
Beginning Retained Earnings	\$19,564,018	\$19,933,449	\$16,773,006	\$16,773,006	\$16,847,005
Ending Retained Earnings	\$19,933,449	\$16,773,006	\$16,700,506	\$16,847,005	\$16,769,505

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

INFORMATION TECHNOLOGY	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Inter-Departmental Charges	\$7,436,191	\$7,086,543	\$8,390,795	\$7,694,089	\$8,516,394
Interest Earnings/Other	86,007	78,758	80,000	27,595	75,377
Total	\$7,522,198	\$7,165,301	\$8,470,795	\$7,721,684	\$8,591,771
Expenses					
Salaries & Benefits	\$2,434,933	\$2,833,516	\$3,174,348	\$2,965,658	\$3,497,803
Operating Expenses	2,700,168	2,828,246	2,794,938	2,493,516	3,021,617
Renewal & Replacement	2,259,872	1,090,232	1,527,150	780,976	1,085,789
Internal Services	631,226	801,008	784,359	721,226	737,136
Capital (for budget purposes only)	1,680,540	1,974,320	2,533,000	1,545,372	2,500,000
Debt Service (incl Principal-budget purposes)	27,994	14,613	190,000	42,290	249,426
Total	\$9,734,733	\$9,541,935	\$11,003,795	\$8,549,038	\$11,091,771
Add back Capital and Principal shown above for budget purposes only	1,700,929	1,981,350	0	1,545,372	0
Net Income (Loss)	(\$511,606)	(\$395,284)	(\$2,533,000)	\$718,018	(\$2,500,000)
Add: Depreciation on contributed capital Capital Contributions	0	0	0	0	0
Beginning Retained Earnings	\$8,605,853	\$8,094,247	\$7,724,865	\$7,724,865	\$8,442,883
Ending Retained Earnings	\$8,094,247	\$7,724,865	\$5,191,865	\$8,442,883	\$5,942,883

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

PROPERTY MANAGEMENT	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Inter-Departmental Charges	\$6,178,342	\$6,705,556	\$6,659,950	\$6,737,619	\$7,244,386
Interest Earnings/Other	40,042	22,598	11,000	2,718	5,000
Total	\$6,218,384	\$6,728,154	\$6,670,950	\$6,740,337	\$7,249,386
Expenses					
Salaries & Benefits	\$2,799,017	\$3,180,254	\$3,154,682	\$3,111,798	\$3,451,471
Operating Expenses	2,494,029	2,788,271	2,675,391	2,544,188	2,955,541
Renewal & Replacement	166,313	213,402	185,000	231,301	185,000
Internal Services	514,674	683,858	654,377	637,179	657,374
Capital (for budget purposes only)	359,106	481,236	16,500	13,635	72,050
Debt Service (incl Principal-budget purposes)	0	0	0		0
Total	\$6,333,139	\$7,347,021	\$6,685,950	\$6,538,101	\$7,321,436
Add back Capital and Principal shown above for budget purposes only	359,106	481,236	0	13,635	0
Net Income (Loss)	\$244,351	(\$137,631)	(\$15,000)	\$215,871	(\$72,050)
Add: Depreciation on contributed capital Capital Contributions	0 9,832	0 26,920	0	0	0
Beginning Retained Earnings	\$1,068,767	\$1,322,950	\$1,212,239	\$1,212,239	\$1,428,110
Ending Retained Earnings	\$1,322,950	\$1,212,239	\$1,197,239	\$1,428,110	\$1,356,060

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

RISK MANAGEMENT	Actual FY 2001/02	Actual FY 2002/03	Budget FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05
Revenues					
Inter-Departmental Charges	\$10,137,125	\$11,714,691	\$13,022,455	\$13,082,731	\$13,243,922
Interest Earnings/Other	829,953	272,743	100,000	80,962	100,000
Total	\$10,967,078	\$11,987,434	\$13,122,455	\$13,163,693	\$13,343,922
Expenses					
Salaries & Benefits	\$411,535	\$449,065	\$401,102	\$448,995	\$494,709
Operating Expenses	12,550,842	10,718,175	13,631,328	12,497,853	1,551,476
Renewal & Replacement	2,561	1,986	9,633	2,924	13,519,600
Internal Services	24,678	15,534	59,392	53,373	9,633
Capital (for budget purposes only)	0	0	0	0	47,504
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	\$12,989,616	\$11,184,760	\$14,101,455	\$13,003,145	\$15,622,922
Add back Capital and Principal shown above for budget purposes only	0	0	0	0	0
Net Income (Loss)	(\$2,022,538)	\$802,674	(\$979,000)	\$160,548	(\$2,279,000)
Add: Depreciation on contributed capital Capital Contributions	0 896	0 9,790	0 0	0 0	0 0
Beginning Retained Earnings	(\$4,298,692)	(\$6,320,334)	(\$5,507,870)	(\$5,507,870)	(\$5,347,322)
Ending Retained Earnings	(\$6,320,334)	(\$5,507,870)	(\$6,486,870)	(\$5,347,322)	(\$7,626,322)

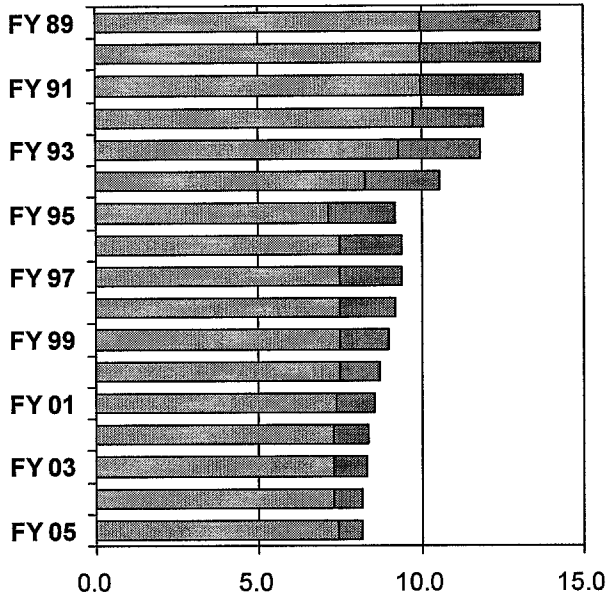
CITY OF MIAMI BEACH
Adopted Fiscal Year 2004/05
Appropriation Summary by Fund and Department

FUND/DEPARTMENT	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Adp 05-Adp 04 Variance	% Diff.
GENERAL FUND					
MAYOR AND COMMISSION	\$ 1,164,053	\$ 1,149,256	\$ 1,260,879	\$ 96,826	8.3%
ADMINISTRATIVE SUPPORT					
City Manager	1,837,838	1,821,698	1,888,209	50,371	2.7%
Communications	234,928	153,263	272,588	37,660	16.0%
Budget & Performance Improvement	1,292,264	1,280,712	1,549,053	256,789	19.9%
Finance	3,249,728	3,228,759	3,460,126	210,398	6.5%
Procurement	676,106	663,698	706,999	30,893	4.6%
Human Resources	1,372,406	1,394,710	1,393,979	21,573	1.6%
Labor Relations	161,247	161,247	193,332	32,085	19.9%
City Clerk	1,364,398	1,386,474	1,527,654	163,256	12.0%
CITY ATTORNEY	3,095,528	3,149,657	3,198,595	103,067	3.3%
ECON DEV & CULTURAL ARTS					
Economic Development	836,400	857,256	854,064	17,664	2.1%
Building	4,568,255	4,966,093	5,482,359	914,104	20.0%
Planning	2,287,154	2,212,636	2,615,594	328,440	14.4%
Tourism & Cultural Development	674,329	537,179	1,138,403	464,074	68.8%
Bass Museum of Art	1,140,450	1,120,116	1,259,432	118,982	10.4%
OPERATIONS					
Neighborhood Services	3,053,844	2,899,180	3,730,078	676,234	22.1%
Parks & Recreation	19,561,995	19,510,856	21,515,815	1,953,820	10.0%
Public Works	5,698,044	5,166,356	6,073,888	375,844	6.6%
Capital Improvement Program	2,276,274	1,967,267	2,767,082	490,808	21.6%
PUBLIC SAFETY					
Police	56,504,946	56,449,692	61,372,608	4,867,662	8.6%
Fire	33,746,998	34,039,416	36,350,494	2,603,496	7.7%
CITYWIDE					
Citywide Accounts-Other	6,522,883	9,093,508	7,074,914	552,031	8.5%
Citywide Accounts-Normandy Shores	125,800	125,800	136,663	10,863	8.6%
Operating Contingency	916,568	1,103	1,000,000	83,432	9.1%
MILLAGE - CAPITAL REPLACEMENT	0	0	1,347,070	1,347,070	100.0%
TOTAL GENERAL FUND	\$ 152,362,436	\$ 153,335,932	\$ 168,169,878	\$ 15,807,442	10.4%
G.O. DEBT SERVICE	\$ 10,200,337	\$ 10,200,337	\$ 10,134,942	\$ (65,395)	-0.6%
RDA FUNDS					
CITYWIDE ACCOUNTS-RDA So Pointe	\$ 8,653,826	\$ 8,572,214	\$ 11,766,831	\$ 3,113,005	36.0%
CITYWIDE ACCOUNTS-RDA City Center	8,362,848	8,025,555	9,456,446	1,093,598	13.1%
TOTAL RDA FUNDS	\$ 17,016,674	\$ 16,597,769	\$ 21,223,277	\$ 4,206,603	24.7%
ENTERPRISE FUNDS					
CONVENTION CENTER/TOPA	\$ 14,160,053	\$ 13,971,396	\$ 14,572,374	\$ 412,321	2.9%
WATER OPERATIONS	19,155,070	19,859,297	20,098,000	942,930	4.9%
SEWER OPERATIONS	28,694,036	26,467,374	26,847,000	(1,847,036)	-6.4%
STORMWATER	7,905,000	6,788,242	8,050,000	145,000	1.8%
SANITATION	7,055,545	6,870,837	7,691,739	636,194	9.0%
PARKING	20,715,501	19,872,017	21,566,690	851,189	4.1%
TOTAL ENTERPRISE FUNDS	\$ 97,685,205	\$ 93,829,163	\$ 98,825,803	\$ 1,140,598	1.2%
TOTAL GF,DEBT,RDA,ENTERPRISE	\$ 277,264,652	\$ 273,963,201	\$ 298,353,900	\$ 21,089,248	7.6%
INTERNAL SERVICE FUNDS*					
INFORMATION TECHNOLOGY	\$ 11,003,795	\$ 8,549,038	\$ 11,091,771	\$ 87,976	0.8%
RISK MANAGEMENT	14,101,455	13,003,145	15,622,922	1,521,467	10.8%
CENTRAL SERVICES	738,003	713,523	753,316	15,313	2.1%
PROPERTY MANAGEMENT	6,685,950	6,538,101	7,321,436	635,486	9.5%
FLEET MANAGEMENT	5,366,265	5,597,214	5,672,138	305,873	5.7%
TOTAL INTERNAL SERVICE FUNDS	\$ 37,895,468	\$ 34,401,021	\$ 40,461,583	\$ 2,566,115	6.8%

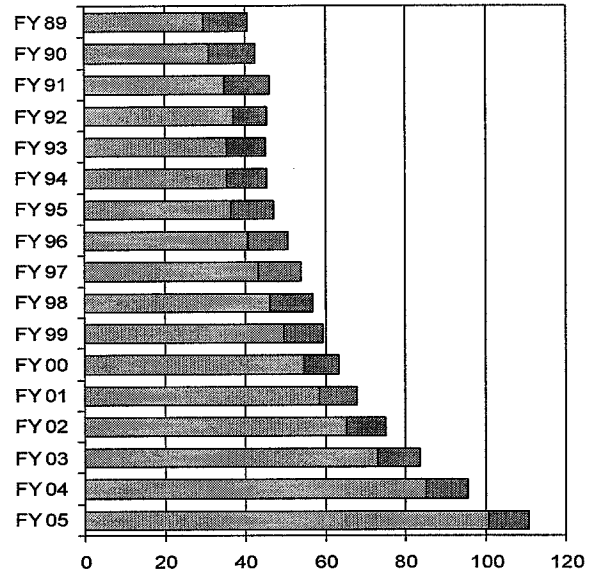
* Presented for informational purposes only; costs have already been allocated within the GF and Enterprise Fund Depts.

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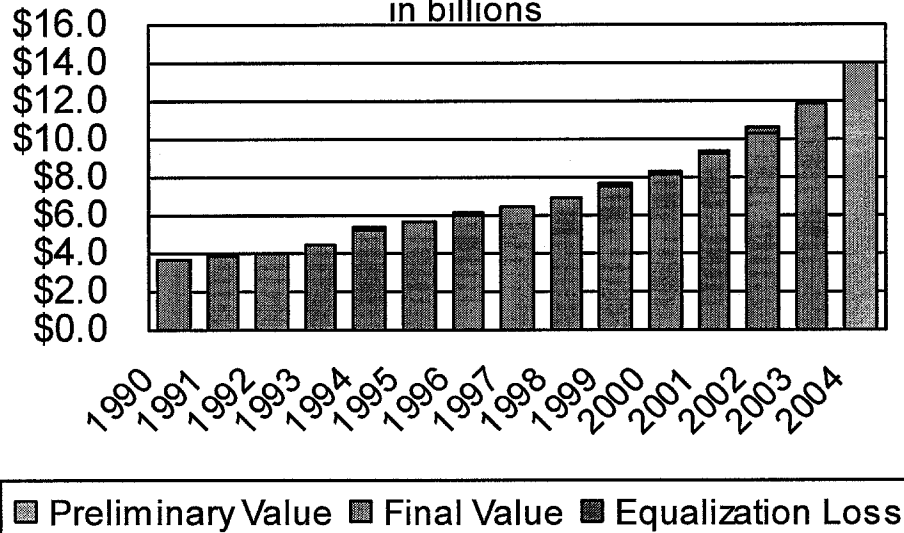
Property Tax Rate
FY 1988/89 to FY 2004/05



Property Tax Levy
FY 1988/89 to FY 2004/05



Property Value Trends
1990 to 2004
in billions



MILLAGE AND TAXABLE VALUE

The Miami-Dade County Property Appraiser determined that as of January 1, 2004, the certified taxable value for real and personal property within the City of Miami Beach is **\$14,040,817,181**. This amount includes net new additions to the tax roll of \$348,941,191 which is one of the largest increase this City has seen in its recent history. The 2004 Certification represents a 18.4% increase over the prior year's final value of \$11,854,062,512 as certified by the Property Appraiser.

The table below illustrates the tax values for the previous three years and the Certification for 2004

	ACTUAL FY 2001/02	ACTUAL FY 2002/03	ACTUAL FY 2003/04	PRELIMINARY FY 2004/05
Existing Values	\$9,060,482,478	\$10,254,350,584	\$11,611,043,700	\$13,691,875,990
New Construction	<u>338,232,674</u>	<u>305,716,104</u>	<u>483,118,130</u>	<u>348,941,191</u>
Certified Taxable Value	<u>\$9,398,715,152</u>	<u>\$10,560,066,688</u>	<u>\$12,094,161,830</u>	<u>\$14,040,817,181</u>
 % Change from PY Final Value	 14.4%	 14.5%	 16.2%	 18.4%
 <i>Less: Equalization Adjustments</i>	 \$175,300,851	 \$151,248,383	 \$240,099,318	
Final Value	\$9,223,414,301	\$10,408,818,305	\$11,854,062,512	(See Note 1)
 % Change from PY Final Value	 12.2%	 12.9%	 13.9%	
Value of 1 mill	\$9,223,414	\$10,408,818	\$11,854,063	\$14,040,817
96.5% Value (See Note 2)	\$8,900,595	\$10,044,510	\$11,439,170	\$13,549,388
 Millage Levied by the City				
General Operating	7.299	7.299	7.299	7.425
Debt Service	<u>1.077</u>	<u>1.023</u>	<u>0.874</u>	<u>0.748</u>
Total Millage	<u>8.376</u>	<u>8.322</u>	<u>8.173</u>	<u>8.173</u>

Illustrated below is a comparison of the total millage rates and tax levy for FY 2003/04 (Final) and FY 2004/05 (Preliminary) including RDA.

(See Note 3)	Tax Rate			Tax Levy		
	FY 03/04	FY 04/05	Inc/(Dec)	FY 03/04	FY 04/05	Inc/(Dec)
General Operating	7.299	7.425	0.126	\$83,494,502	\$100,604,206	\$17,109,704
Debt Service	<u>0.874</u>	<u>0.748</u>	<u>(0.126)</u>	<u>9,997,835</u>	<u>10,134,942</u>	<u>137,107</u>
TOTAL	<u>8.173</u>	<u>8.173</u>	<u>(0.000)</u>	<u>\$93,492,337</u>	<u>\$110,739,148</u>	<u>\$17,246,811</u>

- Notes:
- 1) The final value for 2004 will be determined after equalization adjustments.
 - 2) The millage values have been discounted at 96.5% for early discounts, delinquencies, etc.
 - 3) Comparative Tax Rates and Levies are for general operating and debt service purposes only and do not reflect the Normandy Shores Dependent Taxing District. Its FY 2004/05 tax rate is 1.123 mills, with a levy of \$92,301.

Millage Table for 2004 (FY 04/05)

Municipalities	City Information		School Total	Other-Environment So. Fla & FIND	Miami-Dade County				2004 Total
	Operating	Debt Services			Oper/Debt	Children Trust	Fire Services	Library	
Indian Creek	10,000	0.450	8.687	0.736	6.220	0.444	2.661	0.486	29,684
Opal-Locka	9,800		8.687	0.736	6.220	0.444	2.661		28,548
Florida City	8,900		8.687	0.736	6.220	0.444	2.661	0.486	28,134
Miami Shores	8,250	1.125	8.687	0.736	6.220	0.444	2.661		28,123
El Portal	8,700		8.687	0.736	6.220	0.444	2.661	0.486	27,934
Miami Spring	8,144	0.508	8.687	0.736	6.220	0.444	2.661	0.486	27,885
Golden Beach	8,590		8.687	0.736	6.220	0.444	2.661	0.486	27,824
West Miami	8,495		8.687	0.736	6.220	0.444	2.661	0.486	27,729
North Miami Beach	7,500	1.281	8.687	0.736	6.220	0.444	2.661		27,529
North Miami	8,500	0.232	8.687	0.736	6.220	0.444	2.661		27,480
Biscayne Park	7,900		8.687	0.736	6.220	0.444	2.661	0.486	27,134
Homestead	7,750		8.687	0.736	6.220	0.444	2.661	0.486	26,984
Medley	7,250		8.687	0.736	6.220	0.444	2.661	0.486	26,484
South Miami	7,213		8.687	0.736	6.220	0.444	2.661	0.486	26,447
Miami	8,716	0.950	8.687	0.736	6.220	0.444		0.486	26,239
Islandia	9,492		8.687	0.736	6.220	0.444		0.486	26,064
North Bay Village	5,925	0.287	8.687	0.736	6.220	0.444	2.661	0.486	25,446
Hialeah Gardens	6,120		8.687	0.736	6.220	0.444	2.661	0.486	25,354
Miami Beach	7,425	0.748	8.687	0.736	6.220	0.444		0.486	24,746
Surfside	5,603		8.687	0.736	6.220	0.444	2.661		24,351
Virginia Gardens	4,843		8.687	0.736	6.220	0.444	2.661	0.486	24,077
Bay Harbor Island	5,000		8.687	0.736	6.220	0.444	2.661		23,748
Hialeah	7,100		8.687	0.736	6.220	0.444			23,187
Sweetwater	3,949		8.687	0.736	6.220	0.444	2.661	0.486	23,182
Sunny Isles	3,350		8.687	0.736	6.220	0.444	2.661	0.486	22,584
Coral Gables	5,990		8.687	0.736	6.220	0.444		0.486	22,563
Miami Lakes	2,912		8.687	0.736	6.220	0.444	2.661	0.486	22,146
County-MSA	2,447		8.687	0.736	6.220	0.444	2.661	0.486	21,681
Palmetto Bay	2,447		8.687	0.736	6.220	0.444	2.661	0.486	21,681
Bal Harbor	2,902		8.687	0.736	6.220	0.444	2.661		21,650
Pinecrest	2,400		8.687	0.736	6.220	0.444	2.661	0.486	21,634
Aventura	2,227		8.687	0.736	6.220	0.444	2.661	0.486	21,461
Key Biscayne	3,606		8.687	0.736	6.220	0.444		0.486	20,179

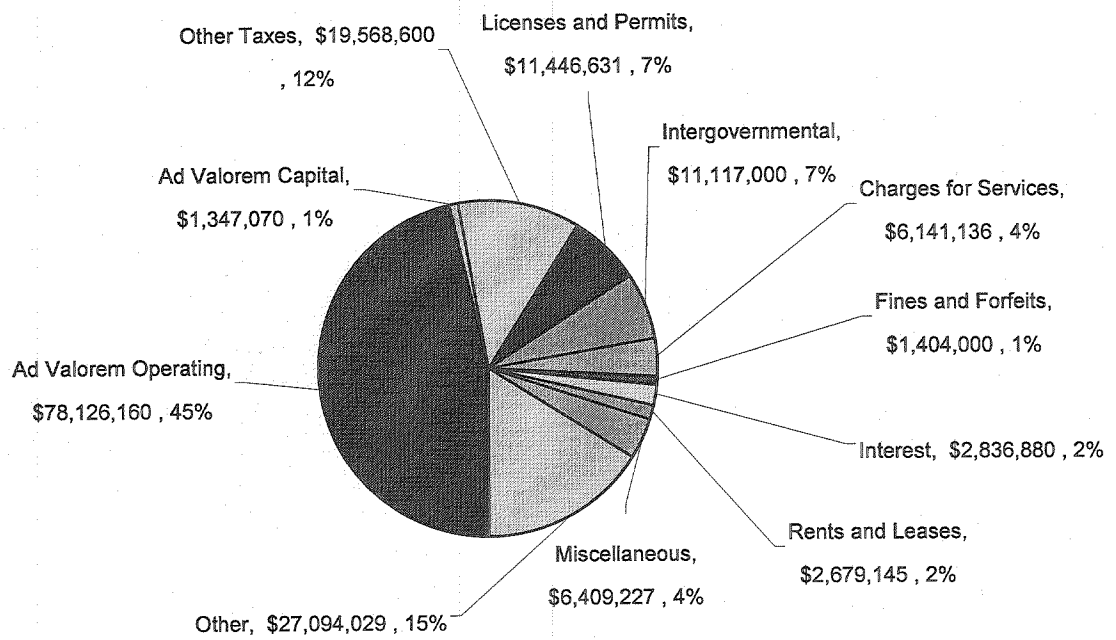
REVENUE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Variance Adp 05-Adp 04
GENERAL FUND						
OPERATING						
Ad Valorem Taxes (7.299)	\$ 53,877,791	\$ 59,825,305	\$ 68,168,976	\$ 68,791,178	\$ 78,033,859	\$ 9,864,883
Ad Valorem Taxes (0.126)-Cap Repl	0	0	0	0	1,347,070	1,347,070
Ad Valorem Taxes-Norm Sh (1.123)	54,494	64,162	81,758	81,758	92,301	10,543
Other Taxes	20,385,551	19,418,343	19,443,050	20,068,846	19,568,600	125,550
Licenses and Permits	9,733,493	10,363,492	11,003,905	13,092,903	11,446,631	442,726
Intergovernmental	9,548,395	11,120,140	11,464,000	11,363,545	11,117,000	(347,000)
Charges for Services	1,760,346	4,636,398	5,925,965	5,455,025	6,141,136	215,171
Fines and Forfeits	1,704,958	1,789,933	1,758,677	1,699,537	1,404,000	(354,677)
Interest	2,790,260	1,842,362	2,800,000	2,159,747	2,836,880	36,880
Rents and Leases	1,446,707	2,675,854	2,477,385	2,444,766	2,679,145	201,760
Miscellaneous	6,303,196	8,236,652	6,080,374	5,916,663	6,409,227	328,853
Other-Resort Tax Contribution	15,031,450	16,318,450	16,318,450	16,318,450	18,928,608	2,610,158
Other-Non Operating	6,844,896	6,844,896	6,839,896	7,241,900	8,165,421	1,325,525
Fund Balance	4,243,939	2,108,073	0	0	0	0
TOTAL	\$ 133,725,476	\$ 145,244,060	\$ 152,362,436	\$ 154,634,318	\$ 168,169,878	\$ 15,807,442
G.O. DEBT SERVICE FUND						
Ad Valorem Taxes (0.748)	\$ 9,644,645	\$ 10,237,793	\$ 10,200,337	\$ 10,211,408	\$ 10,134,942	\$ (65,395)
Other	102,449	15,606	0	0	0	0
TOTAL	\$ 9,747,094	\$ 10,253,399	\$ 10,200,337	\$ 10,211,408	\$ 10,134,942	\$ (65,395)
RDA FUNDS						
AD VALOREM TAXES						
RDA South Pointe	\$ 5,330,776	\$ 5,832,273	\$ 8,653,826	\$ 8,653,826	\$ 11,766,831	\$ 3,113,005
RDA City Center	6,297,471	7,274,555	8,362,848	8,362,848	9,456,446	1,093,598
TOTAL	\$ 11,628,247	\$ 13,106,828	\$ 17,016,674	\$ 17,016,674	\$ 21,223,277	\$ 4,206,603
ENTERPRISE FUNDS						
Convention Center	\$ 12,478,247	\$ 13,397,325	\$ 14,160,053	\$ 13,971,396	\$ 14,572,374	\$ 412,321
Parking	20,704,207	20,725,103	20,715,501	22,731,111	21,566,690	851,189
Sanitation	5,912,324	6,475,896	7,055,545	7,094,525	7,691,739	636,194
Sewer Operations	26,027,587	27,340,085	28,694,036	27,158,113	26,847,000	(1,847,036)
Stormwater	5,424,343	7,702,574	7,905,000	7,920,000	8,050,000	145,000
Water Operations	18,043,379	18,619,261	19,155,070	21,908,051	20,098,000	942,930
TOTAL	\$ 88,590,087	\$ 94,260,244	\$ 97,685,205	\$ 100,783,196	\$ 98,825,803	\$ 1,140,598
INTERNAL SERVICE FUNDS						
Central Services	\$ 645,487	\$ 690,497	\$ 738,003	\$ 713,523	\$ 753,316	\$ 15,313
Fleet Management	6,546,514	9,291,080	5,366,265	5,561,374	5,672,138	305,873
Information Technology	8,033,804	7,560,585	11,003,795	7,003,666	11,091,771	87,976
Property Management	5,974,033	6,865,785	6,685,950	6,524,466	7,321,436	635,486
Risk Management	12,989,616	11,184,760	14,101,455	13,003,145	15,622,922	1,521,467
TOTAL	\$ 34,189,454	\$ 35,592,707	\$ 37,895,468	\$ 32,806,174	\$ 40,461,583	\$ 2,566,115
TOTAL ALL FUNDS	\$ 277,880,358	\$ 298,457,238	\$ 315,160,120	\$ 315,451,770	\$ 338,815,483	\$ 23,655,363

* See Notes to Revenues

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FY 2005 Adopted General Fund Revenues \$168,169,878



REVENUE DETAIL
Comparison by Fund and Category

Detail Comparison by Fund and Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Variance Adp 05-Adp 04
GENERAL FUND						
AD VALOREM TAXES *						
Property Tax (7.299)	\$ 53,877,791	\$ 59,825,305	\$ 68,168,976	\$ 68,791,178	\$ 78,033,859	\$ 9,864,883
Property Tax (0.126)-Capital Replace	0	0	0	0	1,347,070	1,347,070
Property Tax - Norm Shores (1.123)	54,494	64,162	81,758	81,758	92,301	10,543
TOTAL	\$ 53,932,285	\$ 59,889,467	\$ 68,250,734	\$ 68,872,936	\$ 79,473,230	\$ 11,222,496
OTHER TAXES						
FRANCHISE TAXES						
Electricity *	\$ 5,266,237	\$ 5,323,565	\$ 5,100,000	\$ 6,125,020	\$ 5,650,000	\$ 550,000
Telephone	23,015	0	20,000	0	0	(20,000)
Gas	449,035	533,019	540,750	574,100	560,000	19,250
Cable T.V.	884,184	847,678	871,000	929,367	900,000	29,000
Waste Contractors *						
Lazaro's Waste	17,833	9,395	0	0	0	0
Davis Sanitation	21,827	17,520	0	0	0	0
Waste Management	260,630	152,899	0	0	0	0
Browning Ferris	114,503	52,546	0	0	0	0
Subtotal	\$ 7,037,264	\$ 6,936,622	\$ 6,531,750	\$ 7,628,487	\$ 7,110,000	\$ 578,250
UTILITY TAXES						
Electricity *	\$ 6,898,742	\$ 7,111,342	\$ 7,004,000	\$ 7,202,481	\$ 7,250,000	\$ 246,000
Telephone *						
A.T. & T.	528,469	342,306	530,000	154,219	185,000	(345,000)
A.T. & T. Wireless	417,049	317,416	420,000	322,014	270,000	(150,000)
BellSouth	2,071,934	1,560,426	1,712,000	1,443,772	1,460,000	(252,000)
Other-Telephone Co.'s	2,381,725	2,057,333	2,100,000	2,293,647	2,250,000	150,000
Other-Hotels	11,979	78,763	15,000	740	0	(15,000)
E-911 Telephone	422,250	352,016	480,000	356,474	365,000	(115,000)
E-911 wireless telephone	124,123	141,998	124,000	144,388	140,000	16,000
Gas						
Peoples	482,687	509,058	515,000	510,196	525,300	10,300
Other-Companies	6,233	7,931	8,300	9,869	10,300	2,000
Fuel Oil	3,096	3,132	3,000	2,559	3,000	0
Subtotal	\$ 13,348,287	\$ 12,481,721	\$ 12,911,300	\$ 12,440,359	\$ 12,458,600	\$ (452,700)
TOTAL	\$ 20,385,551	\$ 19,418,343	\$ 19,443,050	\$ 20,068,846	\$ 19,568,600	\$ 125,550
LICENSES AND PERMITS						
BUSINESS LICENSES						
City Occupational Licenses	\$ 3,036,650	\$ 3,045,685	\$ 3,204,555	\$ 3,424,251	\$ 3,400,000	\$ 195,445
County Occupational Licenses	179,471	213,856	145,000	158,569	170,000	25,000
Subtotal	\$ 3,216,121	\$ 3,259,541	\$ 3,349,555	\$ 3,582,820	\$ 3,570,000	\$ 220,445
PERMITS *						
Building	\$ 2,314,961	\$ 2,521,065	\$ 2,875,000	\$ 2,890,511	\$ 2,875,000	\$ 0
Building Recertification	20,500	12,500	17,250	43,875	28,000	10,750
Certificate of Completion	84,996	74,386	84,000	268,000	84,000	0
Certificate of Occupancy	379,264	313,271	172,500	709,937	335,000	162,500
Certificate of Use	367,695	164,729	407,500	627,390	396,000	(11,500)
Demolition	66,310	62,440	11,500	99,105	50,000	38,500
Electrical	537,619	893,957	820,000	755,431	665,000	(155,000)
Elevator Inspection	413,017	191,644	410,000	741,143	465,000	55,000
False Alarm Permit/Fee	11,420	650	5,000	1,405	500	(4,500)
Fire Inspection	333,605	139,044	439,800	611,315	400,000	(39,800)
Fire Plan Review	144,321	203,020	166,000	260,275	194,000	28,000
Garage Sale	4,075	4,518	4,200	3,700	4,200	0
Marine	6,853	9,807	6,500	4,752	6,500	0
Mechanical	322,400	553,283	475,000	423,381	400,000	(75,000)
Building Training Surcharge	0	0	0	303,709	51,931	51,931
Plans Review/Planning	83,956	91,960	80,000	92,901	93,000	13,000
Plumbing	523,349	856,047	705,000	445,284	600,000	(105,000)
Police Towing	90,540	117,995	112,500	115,350	121,000	8,500
Sidewalk	449,856	477,848	551,600	780,436	712,500	160,900
Special Events	149,332	179,819	100,000	71,700	160,000	60,000
Work in right-of-way	190,964	147,761	195,000	171,580	150,000	(45,000)
Other	22,339	88,207	16,000	88,903	85,000	69,000
Subtotal	\$ 6,517,372	\$ 7,103,951	\$ 7,654,350	\$ 9,510,083	\$ 7,876,631	\$ 222,281
TOTAL	\$ 9,733,493	\$ 10,363,492	\$ 11,003,905	\$ 13,092,903	\$ 11,446,631	\$ 442,726

* See Notes to Revenues

REVENUE DETAIL
Comparison by Fund and Category

Detail Comparison by Fund and Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Variance Adp 05-Adp 04
INTERGOVERNMENTAL REVENUES						
STATE REVENUE SHARING						
Sales Tax Proceeds	\$ 1,291,602	\$ 1,279,144	\$ 1,317,000	\$ 1,339,031	\$ 1,280,000	\$ (37,000)
Local Option Gas Tax (6 cents)	1,261,070	1,291,119	1,280,000	1,246,719	1,280,000	0
Local Option Gas Tax (3 cents)	528,610	538,170	525,000	480,560	500,000	(25,000)
LOGT/School Guards	46,378	34,466	50,000	41,486	40,000	(10,000)
Convention Development Tax *	340,000	1,840,000	1,840,000	1,840,000	1,440,000	(400,000)
Motor Fuel Tax	710,968	718,114	732,000	753,205	725,000	(7,000)
Liquor Licenses	192,831	176,172	195,000	224,592	215,000	20,000
Local Gov't 1/2 Cent Sales Tax	5,123,551	5,150,881	5,450,000	5,367,482	5,562,000	112,000
Firefighters Supplemental	53,385	92,074	75,000	70,470	75,000	0
TOTAL	\$ 9,548,395	\$ 11,120,140	\$ 11,464,000	\$ 11,363,545	\$ 11,117,000	\$ (347,000)
CHARGES FOR SERVICE						
GENERAL GOVERNMENT						
Photocopies	\$ 49,485	\$ 47,639	\$ 69,000	\$ 46,756	\$ 55,000	\$ (14,000)
Passport Application Fees	0	54,695	50,000	81,334	60,000	10,000
Concurrency Statement Fees	94,695	110,800	50,000	46,200	50,000	0
Microfilm - Building	14,885	15,155	15,000	22,675	17,000	2,000
Subtotal	\$ 159,065	\$ 228,289	\$ 184,000	\$ 196,965	\$ 182,000	\$ (2,000)
PUBLIC SAFETY						
Fire-Rescue	\$ 1,063,020	\$ 1,110,576	\$ 1,200,000	\$ 1,031,265	\$ 1,117,400	\$ (82,600)
Off Duty Admin - Police	274,365	393,604	395,000	445,889	400,000	5,000
Off Duty Admin - Fire	22,710	20,123	23,000	26,285	25,000	2,000
Hazardous Materials	0	0	40,000	0	27,750	(12,250)
Subtotal	\$ 1,360,095	\$ 1,524,303	\$ 1,658,000	\$ 1,503,439	\$ 1,570,150	\$ (87,850)
CULTURE AND RECREATION						
Pools	\$ 20,260	\$ 63,023	\$ 228,500	\$ 105,011	\$ 245,000	\$ 16,500
Tennis Centers	116,657	47,928	48,000	50,054	48,000	0
Youth Center	32,505	31,610	30,000	47,484	67,500	37,500
After School Programs	0	0	197,500	197,500	197,500	0
Summer Camps	0	0	171,000	45,000	45,000	(126,000)
Park sponsorships	0	0	250,000	0	0	(250,000)
Miami Beach Golf Club *	0	2,700,186	3,132,465	3,305,367	3,735,536	603,071
Community Centers	2,866	1,740	1,500	2,630	2,300	800
Rentals/Classes	67,798	38,419	25,000	1,425	48,150	23,150
N. Shore Open Space - Admissions	1,100	900	0	150	0	0
Subtotal	\$ 241,186	\$ 2,883,806	\$ 4,083,965	\$ 3,754,621	\$ 4,388,986	\$ 305,021
TOTAL	\$ 1,760,346	\$ 4,636,398	\$ 5,925,965	\$ 5,455,025	\$ 6,141,136	\$ 215,171
FINES AND FORFEITS						
County Court Fines - Traffic	\$ 628,005	\$ 540,711	\$ 650,000	\$ 746,250	\$ 710,000	\$ 60,000
Parking/School Guards	44,171	54,311	55,000	53,570	55,000	0
Traffic Ticket Surcharge	0	0	45,000	0	45,000	0
Cost Recovery-Police	0	0	38,000	0	38,000	0
False Alarm Fines	25,000	41,225	40,000	20,267	20,000	(20,000)
Code Enforcement Violations *	817,683	752,656	600,000	555,034	400,000	(200,000)
Building Code Violations *	117,442	74,791	224,677	235,598	60,000	(164,677)
Fire Code Violations	65,621	302,160	95,000	76,707	60,000	(35,000)
Fire Overcrowding Fines	6,100	10,720	5,000	9,900	10,000	5,000
Requests for Appeals	0	0	1,000	0	1,000	0
Other	936	13,359	5,000	2,211	5,000	0
TOTAL	\$ 1,704,958	\$ 1,789,933	\$ 1,758,677	\$ 1,699,537	\$ 1,404,000	\$ (354,677)
INTEREST EARNINGS *						
Interest Earnings	\$ 2,654,301	\$ 1,737,903	\$ 2,560,890	\$ 2,083,566	\$ 2,597,770	\$ 36,880
Interest other	110,839	83,467	159,406	69,940	159,406	0
Administrative Fees	25,120	20,992	79,704	6,241	79,704	0
TOTAL	\$ 2,790,260	\$ 1,842,362	\$ 2,800,000	\$ 2,159,747	\$ 2,836,880	\$ 36,880

* See Notes to Revenues

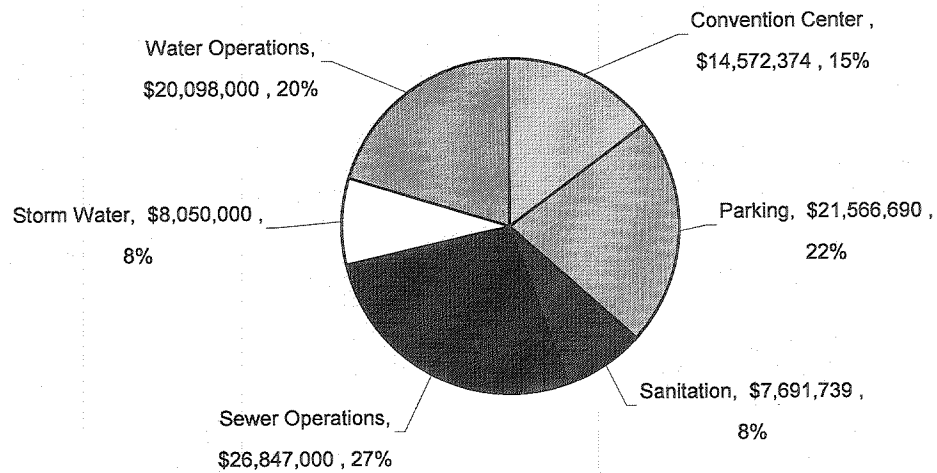
REVENUE DETAIL
Comparison by Fund and Category

Detail Comparison by Fund and Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Variance Adp 05-Adp 04
RENTS AND LEASES						
Air Rights Lease	\$ 40,625	\$ 44,010	\$ 40,625	\$ 40,625	\$ 40,625	\$ 0
Concert Association	5,215	0	0	0	0	0
Byron Carlyle *	0	0	0	0	77,200	77,200
Colony Theater *	0	0	0	0	104,150	104,150
Bus Shelters	204,486	274,834	250,000	278,612	274,000	24,000
South Pointe Park Restaurant	252,322	354,810	350,000	391,247	445,000	95,000
Golf - Management Agreement	41,000	48,000	72,000	0	0	(72,000)
Park One Development Agreement	0	65,958	56,000	33,000	56,000	0
Lincoln Place Develop. Agreement	0	81,250	115,000	75,000	115,000	0
The Lincoln Develop. Agreement	0	31,250	142,000	75,000	142,000	0
Historic City Hall Building	55,137	326,429	170,760	176,826	175,000	4,240
777 Building *	235,882	468,408	332,000	452,116	480,000	148,000
Penrod's Pier Park Restaurant	387,046	829,737	720,000	608,639	600,000	(120,000)
Seawall and Outlots	33,000	37,835	39,000	40,875	40,170	1,170
Rental City Prop-Other Funds	191,994	113,333	190,000	272,826	130,000	(60,000)
TOTAL	\$ 1,446,707	\$ 2,675,854	\$ 2,477,385	\$ 2,444,766	\$ 2,679,145	\$ 201,760
MISCELLANEOUS						
Bond Issuance Fee	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0
Cost Allocation - CIP *	2,474,955	1,721,231	2,597,710	1,966,000	2,374,622	(223,088)
South Pointe RDA - Management Fee *	414,000	414,000	414,000	543,807	590,502	176,502
City Center RDA - Management Fee *	414,000	414,000	414,000	539,443	555,847	141,847
Concessions						
Miami-Metro Vending	27,230	20,382	31,000	18,000	25,000	(6,000)
Boucher Brothers - Beachfront	344,510	377,360	400,000	429,085	420,000	20,000
Beachfront - Other	6,390	967	10,000	23,142	1,000	(9,000)
Road Impact Fee Reimbursement	27,654	37,922	30,000	77,859	50,000	20,000
Sale of City Property	448,005	0	10,000	10,000	10,000	0
Cable settlement	198,268	0	19,000	19,000	62,000	43,000
Telephone-Coin Operated comm.	880	625	0	0	0	0
Planning Application Fees	146,872	181,273	180,000	245,695	200,000	20,000
Beach Access	18,500	27,725	37,000	22,000	48,000	11,000
Design Review Fee	84,198	73,447	85,000	85,735	85,000	0
Lien Letter	45,413	93,477	56,000	125,981	75,000	19,000
FL Dept of Trans - Reimb	375,000	225,000	300,000	300,000	300,000	0
Self-Insurance Reimbursement	471,094	471,094	537,506	537,506	553,631	16,125
Parking Reimb - Transp./Conc	0	550,000	550,000	550,000	550,000	0
Fleet Management - Reimb.	0	2,474,022	0	0	0	0
Interlocal Legal Dept Reimb	0	70	0	0	0	0
FOP car user fee	156,578	160,761	170,000	173,410	175,000	5,000
All Other	649,649	893,296	239,158	250,000	333,625	94,467
TOTAL	\$ 6,303,196	\$ 8,236,652	\$ 6,080,374	\$ 5,916,663	\$ 6,409,227	\$ 328,853
OTHER						
INTERFUND TRANSFERS						
Convention Center - Mgmt Fee *	\$ 700,000	\$ 700,000	\$ 700,000	\$ 740,600	\$ 740,600	\$ 40,600
Water and Sewer - Mgmt Fee *	2,894,896	2,894,896	2,894,896	3,062,800	3,062,800	167,904
Parking - Management Fee *	2,300,000	2,300,000	2,300,000	2,433,400	2,433,400	133,400
Sanitation - Management Fee *	250,000	250,000	250,000	264,500	264,500	14,500
Stormwater - Management Fee *	250,000	250,000	250,000	264,500	264,500	14,500
Internal Service Funds - Mgmt Fee *	375,000	375,000	375,000	396,750	396,750	21,750
Resort Tax - Mgmt Fee *	75,000	75,000	70,000	79,350	74,060	4,060
RDA City Center Reimbursement *	0	0	0	0	928,811	928,811
Resort Tax *	15,031,450	16,318,450	16,318,450	16,318,450	18,928,608	2,610,158
FUND BALANCE						
GF Balance-Budget purposes	4,243,939	2,108,073	0	0	0	0
TOTAL	\$ 26,120,285	\$ 25,271,419	\$ 23,158,346	\$ 23,560,350	\$ 27,094,029	\$ 3,935,683
TOTAL GENERAL FUND	\$ 133,725,476	\$ 145,244,060	\$ 152,362,436	\$ 154,634,318	\$ 168,169,878	\$ 15,807,442
G.O. DEBT SERVICE FUND						
Ad Valorem Taxes (0.748) *	\$ 9,644,645	\$ 10,237,793	\$ 10,200,337	\$ 10,211,408	\$ 10,134,942	\$ (65,395)
Other	102,449	15,606	0	0	0	0
TOTAL G.O. DEBT SERVICE	\$ 9,747,094	\$ 10,253,399	\$ 10,200,337	\$ 10,211,408	\$ 10,134,942	\$ (65,395)
RDA FUNDS						
AD VALOREM TAXES *						
RDA South Pointe	\$ 5,330,776	\$ 5,832,273	\$ 8,653,826	\$ 8,653,826	\$ 11,766,831	\$ 3,113,005
RDA City Center	6,297,471	7,274,555	8,362,848	8,362,848	9,456,446	1,093,598
TOTAL RDA FUNDS	\$ 11,628,247	\$ 13,106,828	\$ 17,016,674	\$ 17,016,674	\$ 21,223,277	\$ 4,206,603

* See Notes to Revenues

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**FY 2005 Adopted
Enterprise Fund Revenues
\$98,825,803**



REVENUE DETAIL
Comparison by Fund and Category

Detail Comparison by Fund and Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Variance Adp 05-Adp 04
ENTERPRISE FUNDS						
CONVENTION CENTER/TOPA						
CHARGES FOR SERVICES						
Rents and Leases	\$ 4,654,252	\$ 4,220,252	\$ 4,896,517	\$ 4,535,642	\$ 4,632,970	\$ (263,547)
Concessions	1,029,701	1,313,580	1,080,611	1,446,036	1,414,988	334,377
Telephones	379,444	332,581	382,050	294,617	332,887	(49,163)
Electrical Income	864,496	863,054	1,049,692	868,550	985,513	(64,179)
Services	655,859	709,663	514,602	335,336	454,736	(59,866)
Miscellaneous and Other	686,988	601,281	452,731	505,393	577,430	124,699
Subtotal	\$ 8,270,740	\$ 8,040,411	\$ 8,376,203	\$ 7,985,574	\$ 8,398,524	\$ 22,321
OTHER						
Convention Development Tax *	\$ 2,500,000	\$ 2,660,000	\$ 2,660,000	\$ 2,660,000	\$ 3,060,000	\$ 400,000
Interest Earnings	68,305	27,238	48,850	34,712	38,850	(10,000)
Retained Earnings	1,639,202	2,669,676	3,075,000	3,291,110	3,075,000	0
Subtotal	\$ 4,207,507	\$ 5,356,914	\$ 5,783,850	\$ 5,985,822	\$ 6,173,850	\$ 390,000
TOTAL	\$ 12,478,247	\$ 13,397,325	\$ 14,160,053	\$ 13,971,396	\$ 14,572,374	\$ 412,321
PARKING						
CHARGES FOR SERVICES *						
Meters	\$ 9,839,687	\$ 10,258,064	\$ 9,875,046	\$ 10,724,488	\$ 10,656,626	\$ 781,580
Parking Citations	2,932,229	2,839,967	3,000,000	3,411,426	3,217,495	217,495
Attended Parking	1,634,882	1,646,259	1,635,896	1,859,160	1,676,500	40,604
Permits	763,150	481,881	625,000	935,719	623,039	(1,961)
Preferred Lot	503,498	579,129	519,932	586,233	580,000	60,068
Garages	3,646,358	3,642,451	3,725,053	3,979,978	3,488,500	(236,553)
Space Rental	266,584	379,650	266,584	257,152	379,600	113,016
Valet	414,026	377,434	410,000	434,002	390,000	(20,000)
Towing Fees	123,828	206,506	120,000	161,594	150,000	30,000
Subtotal	\$ 20,124,242	\$ 20,411,341	\$ 20,177,511	\$ 22,349,752	\$ 21,161,760	\$ 984,249
OTHER						
Interest Earnings	\$ 441,743	\$ 308,939	\$ 340,000	\$ 270,000	\$ 300,000	\$ (40,000)
Miscellaneous	138,222	4,823	197,990	111,359	104,930	(93,060)
Subtotal	\$ 579,965	\$ 313,762	\$ 537,990	\$ 381,359	\$ 404,930	\$ (133,060)
TOTAL	\$ 20,704,207	\$ 20,725,103	\$ 20,715,501	\$ 22,731,111	\$ 21,566,690	\$ 851,189
SANITATION						
CHARGES FOR SERVICES						
Sanitation Fees	\$ 2,711,275	\$ 2,715,835	\$ 2,821,444	\$ 2,696,933	\$ 2,946,236	\$ 124,792
Franchise Tax-Waste Contractors	799,754	1,358,667	1,799,038	1,929,123	1,879,452	80,414
Franchise Tax-Right of Way	253,839	237,379	253,833	248,525	238,243	(15,590)
Trash Removal	18,252	7,436	21,500	32,340	20,400	(1,100)
Roll Off	408,189	367,988	318,000	452,177	357,875	39,875
Impact Fee-Construction	513,526	706,012	600,000	670,341	663,093	63,093
Impact Fee-Commercial	727,013	624,179	719,188	620,321	724,461	5,273
City Center RDA - Reimb *	0	0	0	0	225,237	225,237
Mid Beach Resort Tax QLF *	0	0	0	0	75,000	75,000
N Beach Resort Tax QLF *	0	0	0	0	75,000	75,000
Violations/Fines	62,412	79,828	75,000	36,277	50,000	(25,000)
Subtotal	\$ 5,494,260	\$ 6,097,324	\$ 6,608,003	\$ 6,686,037	\$ 7,254,997	\$ 646,994
OTHER						
Interest Earnings/Other	\$ 36,522	\$ (2,970)	\$ 30,000	\$ 26,946	\$ 55,200	\$ 25,200
Retained Earnings	0	0	36,000	0	0	(36,000)
Stormwater Fund Contribution	381,542	381,542	381,542	381,542	381,542	0
Subtotal	\$ 418,064	\$ 378,572	\$ 447,542	\$ 408,488	\$ 436,742	\$ (10,800)
TOTAL	\$ 5,912,324	\$ 6,475,896	\$ 7,055,545	\$ 7,094,525	\$ 7,691,739	\$ 636,194

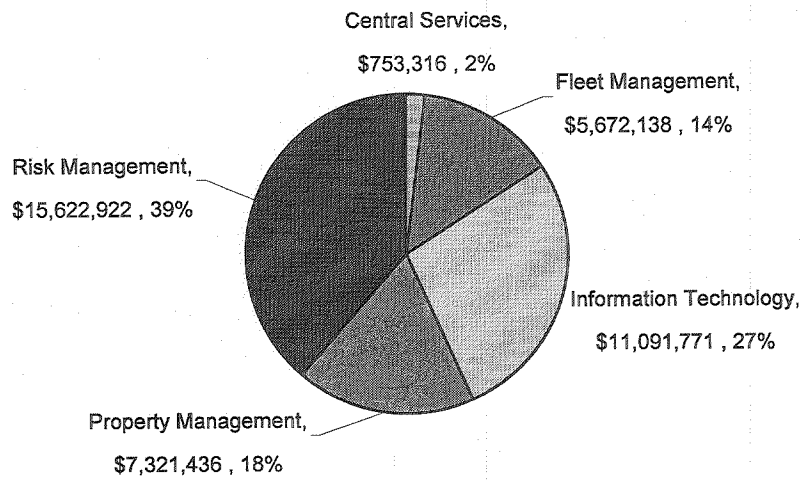
* See Notes to Revenues

REVENUE DETAIL
Comparison by Fund and Category

Detail Comparison by Fund and Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Variance Adp 05-Adp 04
WATER OPERATIONS						
CHARGES FOR SERVICES						
Water Sales *	\$ 17,222,187	\$ 16,615,148	\$ 17,590,000	\$20,273,046	\$ 18,377,000	\$ 787,000
Firelines	155,200	68,557	125,000	100,855	100,000	(25,000)
Water Connection Fees	1,376	62,817	5,000	977	5,000	0
Water Tapping	210,683	218,991	200,000	211,686	200,000	0
Subtotal	\$ 17,589,446	\$ 16,965,513	\$ 17,920,000	\$ 20,586,564	\$ 18,682,000	\$ 762,000
OTHER						
Interest Earnings	\$ 72,832	\$ 25,448	\$ 32,000	\$13,653	\$ 10,000	\$ (22,000)
Miscellaneous	381,101	716,785	500,000	604,764	500,000	0
Retained Earnings	0	911,515	703,070	703,070	906,000	202,930
Subtotal	\$ 453,933	\$ 1,653,748	\$ 1,235,070	\$ 1,321,487	\$ 1,416,000	\$ 180,930
TOTAL	\$ 18,043,379	\$ 18,619,261	\$ 19,155,070	\$ 21,908,051	\$ 20,098,000	\$ 942,930
SEWER OPERATIONS						
CHARGES FOR SERVICES						
Sewer User Fees *	\$ 22,725,080	\$ 23,576,818	\$ 23,825,000	\$ 23,987,427	\$ 23,691,000	\$ (134,000)
Sewer Connection Fees	36,781	52,800	65,000	114,194	65,000	0
Sewer Fees-Cities	2,832,802	2,654,265	3,080,000	2,085,369	2,200,000	(880,000)
Subtotal	\$ 25,594,663	\$ 26,283,883	\$ 26,970,000	\$ 26,186,990	\$ 25,956,000	\$ (1,014,000)
OTHER						
Interest Earnings	\$ 135,260	\$ 75,576	\$ 95,000	\$ 40,547	\$ 24,000	\$ (71,000)
Miscellaneous	297,664	789,095	530,000	637,725	530,000	0
Retained Earnings	0	191,531	1,099,036	292,851	337,000	(762,036)
Subtotal	\$ 432,924	\$ 1,056,202	\$ 1,724,036	\$ 971,123	\$ 891,000	\$ (833,036)
TOTAL	\$ 26,027,587	\$ 27,340,085	\$ 28,694,036	\$ 27,158,113	\$ 26,847,000	\$ (1,847,036)
STORMWATER						
Stormwater Fees	\$ 5,230,566	\$ 7,622,002	\$ 7,730,000	\$ 7,850,000	\$ 7,970,000	\$ 240,000
Interest Earnings	79,462	49,363	60,000	55,000	60,000	0
Other	114,315	31,209	115,000	15,000	20,000	(95,000)
Retained Earnings	0	0	0	0	0	0
TOTAL	\$ 5,424,343	\$ 7,702,574	\$ 7,905,000	\$ 7,920,000	\$ 8,050,000	\$ 145,000
TOTAL ENTERPRISE FUNDS	\$ 88,590,087	\$ 94,260,244	\$ 97,685,205	\$ 100,783,196	\$ 98,825,803	\$ 1,140,598

* See Notes to Revenues

**FY 2005 Adopted
Internal Service Fund Revenues
\$40,461,583**



REVENUE DETAIL
Comparison by Fund and Category

Detail Comparison by Fund and Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Variance Adp 05-Adp 04
INTERNAL SERVICE FUNDS						
CENTRAL SERVICES						
Inter-Departmental Charges	\$ 684,536	\$666,585	\$ 735,503	\$781,007	\$ 697,066	\$ (38,437)
Interest Earning/Other	18,176	2,929	2,500	1,433	1,500	(1,000)
Retained Earnings *	(57,225)	20,983	0	(68,917)	54,750	54,750
TOTAL	\$ 645,487	\$690,497	\$ 738,003	\$713,523	\$ 753,316	\$ 15,313
FLEET MANAGEMENT						
Inter-Departmental Charges *	\$ 5,676,689	\$4,899,837	\$ 4,840,444	\$5,229,724	\$ 5,166,317	\$ 325,873
Interest Earnings/Other	300,727	383,487	453,321	405,649	428,321	(25,000)
Retained Earnings	569,098	4,007,756	72,500	(73,999)	77,500	5,000
TOTAL	\$ 6,546,514	\$9,291,080	\$ 5,366,265	\$5,561,374	\$ 5,672,138	\$ 305,873
INFORMATION TECHNOLOGY						
Inter-Departmental Charges *	\$ 7,436,191	\$7,086,543	\$ 8,390,795	\$7,694,089	\$ 8,516,394	\$ 125,599
Interest Earnings/Other	86,007	78,758	80,000	27,595	75,377	(4,623)
Retained Earnings	511,606	395,284	2,533,000	(718,018)	2,500,000	(33,000)
TOTAL	\$ 8,033,804	\$7,560,585	\$ 11,003,795	\$7,003,666	\$ 11,091,771	\$ 87,976
PROPERTY MANAGEMENT						
Inter-Departmental Charges *	\$ 6,178,342	\$6,705,556	\$ 6,659,950	\$6,737,619	\$ 7,244,386	\$ 584,436
Interest Earning/Other	40,042	22,598	11,000	2,718	5,000	(6,000)
Retained Earnings	(244,351)	137,631	15,000	(215,871)	72,050	57,050
TOTAL	\$ 5,974,033	\$6,865,785	\$ 6,685,950	\$6,524,466	\$ 7,321,436	\$ 635,486
RISK MANAGEMENT						
Inter-Departmental Charges *	\$ 10,137,125	\$11,714,691	\$ 13,022,455	\$13,082,731	\$ 13,243,922	\$ 221,467
Interest Earning/Other	829,953	272,743	100,000	80,962	100,000	0
Retained Earnings *	2,022,538	(802,674)	979,000	(160,548)	2,279,000	1,300,000
TOTAL	\$ 12,989,616	\$11,184,760	\$ 14,101,455	\$13,003,145	\$ 15,622,922	\$ 1,521,467
TOTAL INTERNAL SRVC FUNDS	\$ 34,189,454	\$35,592,707	\$ 37,895,468	\$ 32,806,174	\$ 40,461,583	\$ 2,566,115

* See Notes to Revenues

NOTES TO REVENUES*

GENERAL FUND CATEGORIES

TAXES

Ad Valorem

Estimated property tax proceeds of \$99,257,136 is based on an operating millage rate of 7.299 mills which is the same as the prior year, and 15.6% greater than the roll-back rate of 6.314. As provided by State Statute, the value of the mill is discounted to 96.5% to account for early payment discounts, delinquencies, etc. The South Pointe Redevelopment Agency (RDA) and the City Center RDA receive \$11,766,831 and \$9,456,446, respectively, from the total tax proceeds of \$99,247,136. **This leaves a net to the General Fund of \$78,033,859 (See RDA Funds).** An operating millage of 1.123 mills is levied for the Normandy Shores Dependent Taxing District to provide homeowners with guard services and an electronic gate system. This millage is expected to generate \$92,301 towards this service.

An operating millage of 0.126 mills is proposed for a **Capital Replacement & Renewal** program. This millage is expected to generate \$1,347,070 towards this program. This increase in millage is offset by an equivalent decrease in the Debt Service millage of 0.126. The overall millage for the City will remain the same (8.173) as the current year.

OTHER TAXES

Franchise & Utility: Electricity

Increases due to continued building growth and generally good economic conditions.

Waste Contractors

The General Fund no longer receives this Franchise Tax – See Sanitation Fund.

Utility Taxes

Decline in Telephone Franchise Tax due to trends in the industry.

LICENSES AND PERMITS

Building & Trade

Revenues are expected to increase by approximately 3% overall, mainly due to the 2nd year increase in the Sidewalk/Café Fee (from \$12.50 to \$15.00), approved as part of the FY 03/04 Budget.

NOTES TO REVENUES*

INTERGOVERNMENTAL REVENUES

Convention Development Tax	Due to the interlocal agreement with Miami-Dade County, the City receives \$4,500,000 of which \$1,440,000 will be deposited in the General Fund, and used primarily to fund the eligible costs at the Garden Center and the Bass Museum of Art.
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CHARGES FOR SERVICES

CULTURE AND RECREATION

Miami Beach Golf Club	Increases in expected revenue due to rate increases and continued growth in attendance.
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FINES & FORFEITS

Code Enforcement Violations	Revenues expected to decrease due to improved compliance by businesses and property owners.
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Building Code Violations	Same as above.
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INTEREST EARNINGS

Interest Earnings	Estimated revenue (\$2,836,880) reflects the current interest rate environment and the shorter life of our investment portfolio.
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RENTS AND LEASES

Byron Carlyle	The Theater is expected to generate revenues (\$77,200) from planned performances.
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Colony Theater	The Theater is expected to generate revenues (\$104,150) from planned performances.
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777 Building	These revenues offset the costs of Common Area Maintenance, Taxes, Insurance, and debt service. Increase due to current occupancy rate.
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MISCELLANEOUS

Cost Allocations-CIP	This revenue is derived from charges to capital projects to reimburse the General Fund for the CIP Department expenditures.
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So Point RDA – Mgt Fee	Increase due to the additional 1.5% Administrative Fee approved by Miami-Dade County.
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NOTES TO REVENUES*

City Ctr RDA – Mgt Fee

Same as above.

OTHER

Management Fees:
Enterprise, Internal and
Resort Tax Funds

The management fee to the General Fund is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

RDA City Center Reimb.

The RDA will reimburse the General Fund (\$928,811) for maintenance of the Beachwalk, Lincoln Road, and Bass Museum projects.

Resort Tax

Resort Tax revenues of \$18,928,608 to the General Fund support Beach Patrol and other tourism related citywide expenditures, such as: Cultural Arts Council, Police, Fire, and the South Beach area enhancements.

G.O. DEBT SERVICE

Ad Valorem Taxes

Required principal and interest payments of \$10,134,942 requires a debt service millage rate of 0.748. As provided by State Statute, the value of the mill is discounted at 96.5% to account for early payment discounts, delinquencies, etc.. This equates to a decrease in millage of 0.126 that is proposed to be dedicated to provide funds for the **Capital Replacement & Renewal** program.

RDA FUNDS

Property Taxes-RDA
So Pointe & City Center

Redevelopment Agencies receive property taxes based on the assessed property values within the respective districts. The South Pointe RDA property values grew 32.1% and the City Center RDA by 9%.

ENTERPRISE FUNDS

Convention Center/TOPA

Convention Development Tax (CDT) increased (\$400,000) due to a transfer from the General Fund to help offset an operational deficit at the two facilities.

Parking

Anticipated revenues based on the continued growth in demand for parking.

Sanitation

Mid-Beach and North Beach Quality of Life/Resort Tax funds will be provided for enhanced sanitation services (5 to 6 days) in their respective commercial districts.

The City Center RDA will provide funds for dedicated litter crews, to provide 6 day coverage for maintenance of the Beachwalk, and completed areas of the Cultural Campus.

Sewer and Water

A rate increase of \$0.09 cents for Sewer and \$0.05 cents for Water (per thousand gallons) is budgeted to pay for the debt service of the Phase II Water and Sewer Revenue Bonds. A decrease in Sewer revenue from the four satellite cities is projected due to a reduction in gallons being treated as a result of improvements in their sewer systems.

NOTES TO REVENUES*

INTERNAL SERVICE FUNDS

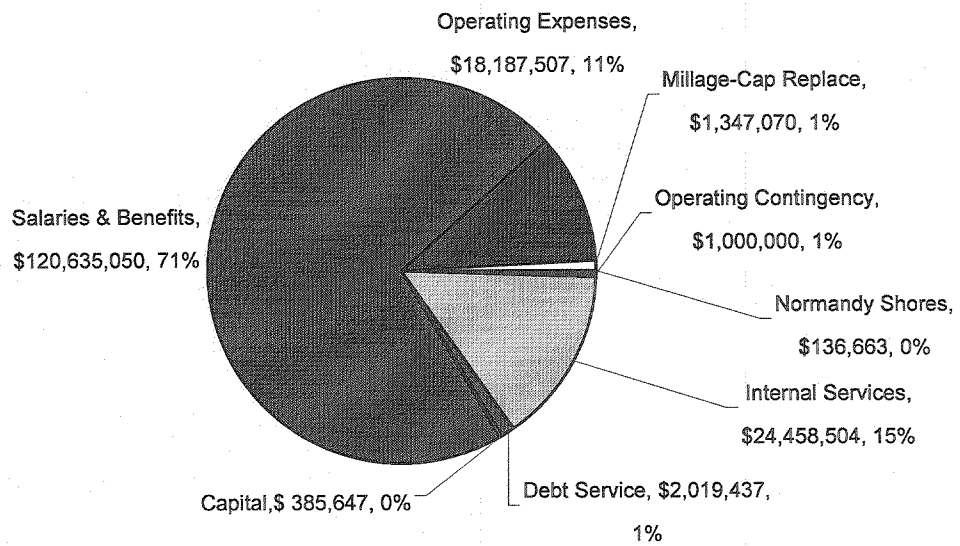
Central Services	Retained Earnings of \$54,750 used to offset 50% of the cost of the large production copy machine. Interdepartmental charges reduced by a comparable amount.
Fleet Management	Interdepartmental charges augmented due primarily to the current cost of fuel.
Information Technology	Interdepartmental charges augmented due to salary & benefit increases and additional systems' maintenance contracts.
Property Management	Interdepartmental charges augmented due to salary & benefit increases and additional maintenance contracts, an additional position, and increased electricity consumption.
Risk Management	Interdepartmental charges augmented due primarily to an increased level of workers' compensation claims. Retained Earnings will be used to reserve \$1.3 M for a court ordered settlement

EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Adopt 05-Adopt 04 Variance
ALL FUNDS						
General Fund	\$ 128,484,761	\$ 142,894,139	\$ 152,362,436	\$ 153,335,932	\$ 168,169,878	\$ 15,807,442
G.O. Debt Service Fund	9,748,151	10,183,134	10,200,337	10,200,337	10,134,942	(65,395)
RDA Funds	11,628,247	13,106,828	17,016,674	16,597,769	21,223,277	4,206,603
Enterprise Funds	90,895,788	89,621,246	97,685,205	93,829,163	98,825,803	1,140,598
Internal Service Funds	38,441,864	38,330,553	37,895,468	34,401,021	40,461,583	2,566,115
TOTAL ALL FUNDS	\$ 279,198,811	\$ 294,135,900	\$ 315,160,120	\$ 308,364,222	\$ 338,815,483	\$ 23,655,363

ALL FUNDS						
Salaries & Benefits	\$ 113,120,957	\$ 128,974,711	\$ 136,609,950	\$ 136,183,932	\$ 150,543,241	\$ 13,933,291
Operating Expenses	78,379,119	82,229,531	85,214,400	82,886,830	91,496,710	6,282,310
Renewal & Replacement	11,109,538	10,725,920	11,021,525	8,272,164	8,060,353	(2,961,172)
Millage for Capital Replacement	0	0	0	0	1,347,070	1,347,070
Internal Services	28,867,375	30,295,440	32,595,783	32,196,040	33,553,973	958,190
Capital	14,639,561	4,868,444	6,092,620	5,954,305	6,577,297	484,677
RDA Funds	11,628,247	13,106,828	17,016,674	16,597,769	21,223,277	4,206,603
Debt Service	21,454,014	23,935,026	26,609,168	26,273,182	26,013,562	(595,606)
TOTAL ALL FUNDS	\$ 279,198,811	\$ 294,135,900	\$ 315,160,120	\$ 308,364,222	\$ 338,815,483	\$ 23,655,363

**FY 2005 Adopted
General Fund Expenditures
\$168,169,878**



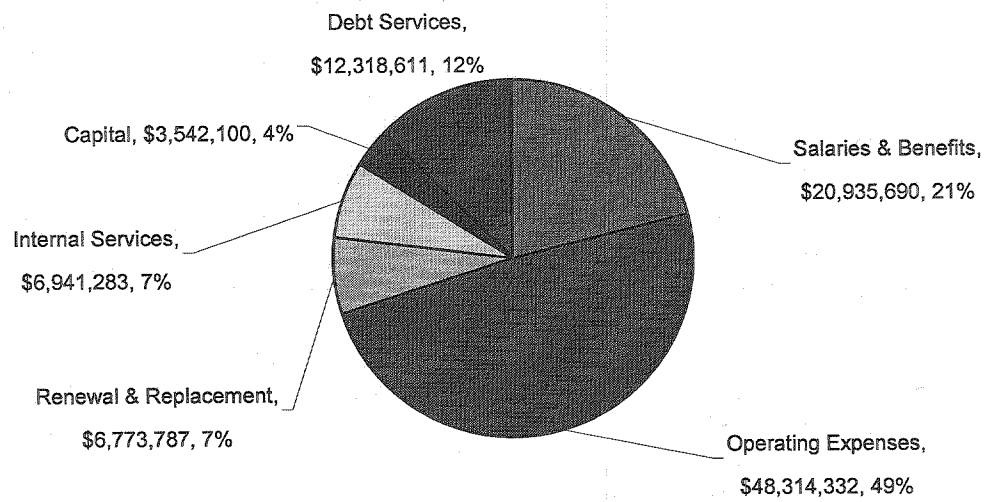
EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Adopt 05-Adopt 04 Variance
GENERAL FUND						
Mayor & City Commission						
Salaries & Benefits	\$ 801,489	\$ 827,474	\$ 891,745	\$ 879,732	\$ 968,481	\$ 76,736
Operating Expenses	88,041	68,123	93,734	73,659	93,829	95
Internal Services	192,948	174,764	178,574	195,865	198,569	19,995
Capital	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Subtotal	\$ 1,082,478	\$ 1,070,361	\$ 1,164,053	\$ 1,149,256	\$ 1,260,879	\$ 96,826
Admin Support						
Salaries & Benefits	\$ 6,142,423	\$ 6,875,414	\$ 7,576,930	\$ 7,607,689	\$ 8,250,440	\$ 673,510
Operating Expenses	784,421	844,943	948,786	816,470	939,605	(9,181)
Internal Services	1,763,928	1,726,424	1,638,199	1,632,664	1,715,040	76,841
Capital	190,511	89,805	25,000	33,738	86,855	61,855
Debt Service	0	0	0	0	0	0
Subtotal	\$ 8,881,283	\$ 9,536,586	\$ 10,188,915	\$ 10,090,561	\$ 10,991,940	\$ 803,025
City Attorney						
Salaries & Benefits	\$ 2,037,052	\$ 2,095,729	\$ 2,350,743	\$ 2,336,743	\$ 2,459,338	\$ 108,595
Operating Expenses	607,574	460,222	347,274	410,944	344,502	(2,772)
Internal Services	399,464	371,185	396,511	401,970	393,755	(2,756)
Capital	5,633	2,092	1,000	0	1,000	0
Debt Service	0	0	0	0	0	0
Subtotal	\$ 3,049,723	\$ 2,929,228	\$ 3,095,528	\$ 3,149,657	\$ 3,198,595	\$ 103,067
Econ Dev & Cultural Arts						
Salaries & Benefits	\$ 5,569,437	\$ 6,213,893	\$ 6,814,560	\$ 6,852,726	\$ 8,210,372	\$ 1,395,812
Operating Expenses	987,660	900,347	874,475	685,789	1,224,129	349,654
Internal Services	1,969,177	1,891,941	1,797,403	1,837,350	1,902,551	105,148
Capital	16,003	49,194	20,150	317,415	12,800	(7,350)
Debt Service	0	0	0	0	0	0
Subtotal	\$ 8,542,277	\$ 9,055,375	\$ 9,506,588	\$ 9,693,280	\$ 11,349,852	\$ 1,843,264
Operations						
Salaries & Benefits	\$ 15,424,851	\$ 17,327,404	\$ 15,813,069	\$ 14,353,823	\$ 18,060,065	\$ 2,246,996
Operating Expenses	4,748,086	7,423,111	7,817,320	7,774,089	8,692,406	875,086
Internal Services	5,702,605	6,174,549	5,420,684	5,644,223	5,938,563	517,879
Capital	1,172,689	399,686	325,250	961,524	180,492	(144,758)
Debt Service	0	0	1,213,834	810,000	1,215,337	1,503
Subtotal	\$ 27,048,231	\$ 31,324,750	\$ 30,590,157	\$ 29,543,659	\$ 34,086,863	\$ 3,496,706
Public Safety						
Salaries & Benefits	\$ 59,156,336	\$ 68,326,773	\$ 74,542,045	\$ 75,559,301	\$ 81,039,185	\$ 6,497,140
Operating Expenses	1,912,224	1,783,491	1,960,640	1,755,849	2,954,659	994,019
Internal Services	11,105,296	10,337,752	13,642,609	13,068,666	13,684,758	42,149
Capital	184,169	79,380	106,650	105,292	44,500	(62,150)
Debt Service	0	0	0	0	0	0
Subtotal	\$ 72,358,025	\$ 80,527,396	\$ 90,251,944	\$ 90,489,108	\$ 97,723,102	\$ 7,471,158
Citywide Accounts						
Salaries & Benefits	\$ 1,984,916	\$ 3,219,281	\$ 1,491,240	\$ 2,242,738	\$ 1,647,169	\$ 155,929
Operating Expenses	3,723,517	3,487,533	3,592,375	4,901,009	3,938,377	346,002
Normandy Shores	94,650	120,000	125,800	125,800	136,663	10,863
Operating Contingency	81,685	0	916,568	0	1,000,000	83,432
Internal Services	491,788	695,875	647,768	735,806	625,268	(22,500)
Capital	648,473	63,474	91,500	717,343	60,000	(31,500)
Debt Service	497,715	864,280	700,000	497,715	804,100	104,100
Subtotal	\$ 7,522,744	\$ 8,450,443	\$ 7,565,251	\$ 9,220,411	\$ 8,211,577	\$ 646,326
Millage - Capital Replacement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,347,070	\$ 1,347,070
TOTAL GENERAL FUND	\$ 128,484,761	\$ 142,894,139	\$ 152,362,436	\$ 153,335,932	\$ 168,169,878	\$ 15,807,442

EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Adopt 05-Adopt 04 Variance
GENERAL FUND						
Salaries & Benefits	\$ 91,116,504	\$ 104,885,968	\$ 109,480,332	\$ 109,832,752	\$ 120,635,050	\$ 11,154,718
Operating Expenses	12,851,523	14,967,770	15,634,604	16,417,809	18,187,507	2,552,903
Normandy Shores	94,650	120,000	125,800	125,800	136,663	10,863
Operating Contingency	81,685	0	916,568	0	1,000,000	83,432
Millage for Capital Replacement	0	0	0	0	1,347,070	1,347,070
Internal Services	21,625,206	21,372,490	23,721,748	23,516,544	24,458,504	736,756
Capital	2,217,478	683,631	569,550	2,135,312	385,647	(183,903)
Debt Service	497,715	864,280	1,913,834	1,307,715	2,019,437	105,603
TOTAL GENERAL FUND	\$ 128,484,761	\$ 142,894,139	\$ 152,362,436	\$ 153,335,932	\$ 168,169,878	\$ 15,807,442
G.O. Debt Service Fund	\$ 9,748,151	\$ 10,183,134	\$ 10,200,337	\$ 10,200,337	\$ 10,134,942	\$ (65,395)
RDA FUNDS						
South Pointe RDA	\$ 5,330,776	\$ 5,832,273	\$ 8,653,826	\$ 8,572,214	\$ 11,766,831	\$ 3,113,005
City Center RDA	6,297,471	7,274,555	8,362,848	8,025,555	9,456,446	1,093,598
TOTAL RDA FUNDS	\$ 11,628,247	\$ 13,106,828	\$ 17,016,674	\$ 16,597,769	\$ 21,223,277	\$ 4,206,603

**FY 2005 Adopted
Enterprise Fund Expenses
\$98,825,803**

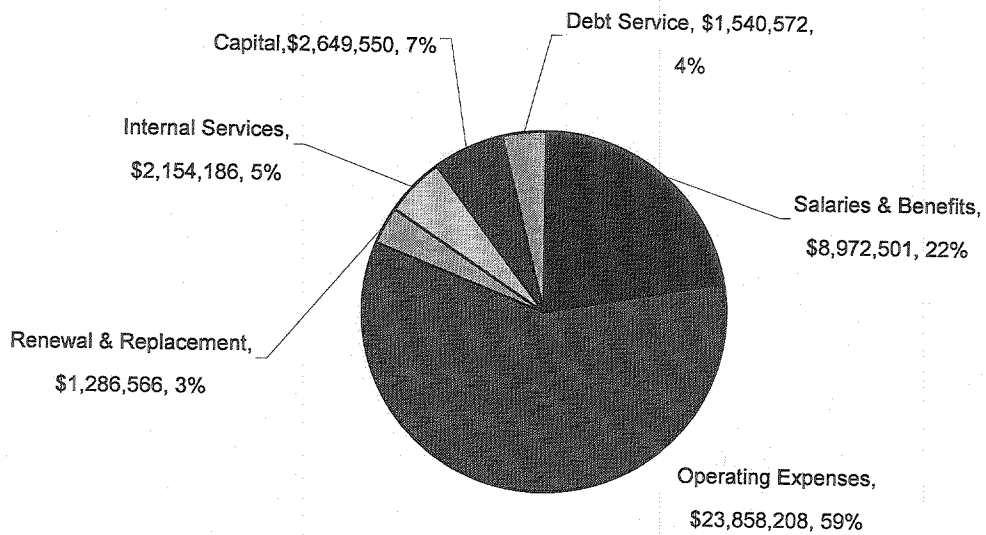


EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Adopt 05-Adopt 04 Variance
ENTERPRISE FUNDS						
Convention Center/TOPA						
Salaries & Benefits	\$ 4,048,537	\$ 4,067,719	\$ 4,403,364	\$ 4,411,008	\$ 4,652,371	\$ 249,007
Operating Expenses	4,929,038	5,024,115	5,546,528	5,350,570	5,773,759	227,231
Renewal & Replacement	2,716,978	2,851,077	3,075,000	3,075,000	3,075,000	0
Internal Services	783,694	1,454,414	1,135,161	1,134,818	1,071,244	(63,917)
Capital	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Subtotal	\$ 12,478,247	\$ 13,397,325	\$ 14,160,053	\$ 13,971,396	\$ 14,572,374	\$ 412,321
Parking						
Salaries & Benefits	\$ 4,110,077	\$ 4,692,131	\$ 5,480,651	\$ 5,118,458	\$ 5,932,492	\$ 451,841
Operating Expenses	7,598,201	8,398,750	7,637,592	9,031,522	9,531,750	1,894,158
Renewal & Replacement	1,378,576	1,753,112	3,431,784	1,633,409	1,633,409	(1,798,375)
Internal Services	1,306,557	1,519,421	1,765,368	1,696,795	1,869,833	104,465
Capital	6,816,621	96,924	214,000	205,727	413,100	199,100
Debt Service	2,186,106	2,186,106	2,186,106	2,186,106	2,186,106	0
Subtotal	\$ 23,396,138	\$ 18,646,444	\$ 20,715,501	\$ 19,872,017	\$ 21,566,690	\$ 851,189
Sanitation						
Salaries & Benefits	\$ 2,201,416	\$ 2,583,037	\$ 3,403,418	\$ 3,252,176	\$ 3,911,779	\$ 508,361
Operating Expenses	2,408,318	2,671,027	2,516,054	2,427,023	2,571,091	55,037
Renewal & Replacement	221,152	242,043	195,378	213,485	195,378	0
Internal Services	719,283	743,461	700,523	700,523	813,491	112,968
Capital	367,757	199,467	36,000	73,458	50,000	14,000
Debt Service	86,664	152,137	204,172	204,172	150,000	(54,172)
Subtotal	\$ 6,004,590	\$ 6,591,172	\$ 7,055,545	\$ 6,870,837	\$ 7,691,739	\$ 636,194
Sewer Operations						
Salaries & Benefits	\$ 1,680,299	\$ 1,600,209	\$ 1,666,193	\$ 1,804,190	\$ 1,979,428	\$ 313,235
Operating Expenses	19,590,346	18,863,425	19,415,686	17,472,489	18,026,784	(1,388,902)
Renewal & Replacement	1,020,850	1,070,021	1,080,000	971,541	1,080,000	0
Internal Services	1,264,700	1,454,542	1,451,517	1,436,663	1,495,857	44,340
Capital	423,615	191,531	591,000	292,851	757,000	166,000
Debt Service	3,985,241	4,121,160	4,489,640	4,489,640	3,507,931	(981,709)
Subtotal	\$ 27,965,051	\$ 27,300,888	\$ 28,694,036	\$ 26,467,374	\$ 26,847,000	\$ (1,847,036)
Stormwater						
Salaries & Benefits	\$ 671,651	\$ 793,049	\$ 1,003,205	\$ 971,360	\$ 1,208,532	\$ 205,327
Operating Expenses	969,180	783,440	2,027,084	1,106,418	1,792,913	(234,171)
Renewal & Replacement	70,072	57,113	130,000	77,704	130,000	0
Internal Services	326,769	370,624	347,711	355,726	401,555	53,844
Capital	88,927	213,672	822,000	705,338	942,000	120,000
Debt Service	2,352,959	3,201,831	3,575,000	3,571,696	3,575,000	0
Subtotal	\$ 4,479,558	\$ 5,419,729	\$ 7,905,000	\$ 6,788,242	\$ 8,050,000	\$ 145,000
Water Operations						
Salaries & Benefits	\$ 2,383,216	\$ 2,595,753	\$ 2,950,162	\$ 2,933,319	\$ 3,251,088	\$ 300,926
Operating Expenses	9,497,930	9,940,291	9,705,162	10,833,285	10,618,035	912,873
Renewal & Replacement	591,132	597,216	660,000	561,296	660,000	0
Internal Services	1,058,550	1,187,281	1,291,316	1,274,265	1,289,303	(2,013)
Capital	609,792	911,515	1,238,070	946,772	1,380,000	141,930
Debt Service	2,431,584	3,033,632	3,310,360	3,310,360	2,899,574	(410,786)
Subtotal	\$ 16,572,204	\$ 18,265,688	\$ 19,155,070	\$ 19,859,297	\$ 20,098,000	\$ 942,930
TOTAL ENTERPRISE FUNDS	\$ 90,895,788	\$ 89,621,246	\$ 97,685,205	\$ 93,829,163	\$ 98,825,803	\$ 1,140,598
ENTERPRISE FUNDS						
Salaries & Benefits	\$ 15,095,196	\$ 16,331,898	\$ 18,906,993	\$ 18,490,511	\$ 20,935,690	\$ 2,028,697
Operating Expenses	44,993,013	45,681,048	46,848,106	46,221,307	48,314,332	1,466,226
Renewal & Replacement	5,998,760	6,570,582	8,572,162	6,532,435	6,773,787	(1,798,375)
Internal Services	5,459,553	6,729,743	6,691,596	6,598,790	6,941,283	249,687
Capital	8,306,712	1,613,109	2,901,070	2,224,146	3,542,100	641,030
Debt Service	11,042,554	12,694,866	13,765,278	13,761,974	12,318,611	(1,446,667)
TOTAL ENTERPRISE FUNDS	\$ 90,895,788	\$ 89,621,246	\$ 97,685,205	\$ 93,829,163	\$ 98,825,803	\$ 1,140,598

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**FY 2005 Adopted
Internal Service Fund Expenses
\$40,461,583**



EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2001/02	Actual FY 2002/03	Adopted FY 2003/04	Projected FY 2003/04	Adopted FY 2004/05	Adopt 05-Adopt 04 Variance
INTERNAL SERVICE FUNDS						
Central Services						
Salaries & Benefits	\$ 242,996	\$ 247,887	\$ 266,724	\$ 282,031	\$ 302,078	\$ 35,354
Operating Expenses	339,666	378,996	384,066	351,306	363,235	(20,831)
Renewal & Replacement	5,940	3,461	6,144	3,092	6,144	0
Internal Services	56,885	60,153	81,069	77,094	81,859	790
Capital	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Subtotal	\$ 645,487	\$ 690,497	\$ 738,003	\$ 713,523	\$ 753,316	\$ 15,313
Fleet Management						
Salaries & Benefits	\$ 1,020,776	\$ 1,046,123	\$ 1,225,769	\$ 1,052,187	\$ 1,226,440	\$ 671
Operating Expenses	2,273,543	4,747,025	2,203,599	2,235,051	2,446,739	243,140
Renewal & Replacement	2,676,092	2,846,257	721,436	721,436	0	(721,436)
Internal Services	555,153	632,654	603,242	591,834	630,313	27,071
Capital	2,075,725	116,148	72,500	35,840	77,500	5,000
Debt Service	137,600	178,133	539,719	960,866	1,291,146	751,427
Subtotal	\$ 8,738,889	\$ 9,566,340	\$ 5,366,265	\$ 5,597,214	\$ 5,672,138	\$ 305,873
Information Technology						
Salaries & Benefits	\$ 2,434,933	\$ 2,833,516	\$ 3,174,348	\$ 2,965,658	\$ 3,497,803	\$ 323,455
Operating Expenses	2,700,168	2,828,246	2,794,938	2,493,516	3,021,617	226,679
Renewal & Replacement	2,259,872	1,090,232	1,527,150	780,976	1,085,789	(441,361)
Internal Services	631,226	801,008	784,359	721,226	737,136	(47,223)
Capital	1,680,540	1,974,320	2,533,000	1,545,372	2,500,000	(33,000)
Debt Service	27,994	14,613	190,000	42,290	249,426	59,426
Subtotal	\$ 9,734,733	\$ 9,541,935	\$ 11,003,795	\$ 8,549,038	\$ 11,091,771	\$ 87,976
Property Management						
Salaries & Benefits	\$ 2,799,017	\$ 3,180,254	\$ 3,154,682	\$ 3,111,798	\$ 3,451,471	\$ 296,789
Operating Expenses	2,494,029	2,788,271	2,675,391	2,544,188	2,955,541	280,150
Renewal & Replacement	166,313	213,402	185,000	231,301	185,000	0
Internal Services	514,674	683,858	654,377	637,179	657,374	2,997
Capital	359,106	481,236	16,500	13,635	72,050	55,550
Debt Service	0	0	0	0	0	0
Subtotal	\$ 6,333,139	\$ 7,347,021	\$ 6,685,950	\$ 6,538,101	\$ 7,321,436	\$ 635,486
Risk Management						
Salaries & Benefits	\$ 411,535	\$ 449,065	\$ 401,102	\$ 448,995	\$ 494,709	\$ 93,607
Operating Expenses	12,550,842	10,718,175	13,631,328	12,497,853	15,071,076	1,439,748
Renewal & Replacement	2,561	1,986	9,633	2,924	9,633	0
Internal Services	24,678	15,534	59,392	53,373	47,504	(11,888)
Capital	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Subtotal	\$ 12,989,616	\$ 11,184,760	\$ 14,101,455	\$ 13,003,145	\$ 15,622,922	\$ 1,521,467
TOTAL INTERNAL SRVC FUNDS	\$ 38,441,864	\$ 38,330,553	\$ 37,895,468	\$ 34,401,021	\$ 40,461,583	\$ 2,566,115
INTERNAL SERVICE FUNDS						
Salaries & Benefits	\$ 6,909,257	\$ 7,756,845	\$ 8,222,625	\$ 7,860,669	\$ 8,972,501	\$ 749,876
Operating Expenses	20,358,248	21,460,713	21,689,322	20,121,914	23,858,208	2,168,886
Renewal & Replacement	5,110,778	4,155,338	2,449,363	1,739,729	1,286,566	(1,162,797)
Internal Services	1,782,616	2,193,207	2,182,439	2,080,706	2,154,186	(28,253)
Capital	4,115,371	2,571,704	2,622,000	1,594,847	2,649,550	27,550
Debt Service	165,594	192,746	729,719	1,003,156	1,540,572	810,853
TOTAL INTERNAL SRVC FUNDS	\$ 38,441,864	\$ 38,330,553	\$ 37,895,468	\$ 34,401,021	\$ 40,461,583	\$ 2,566,115

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OFFICE OF THE MAYOR AND CITY COMMISSION

Mission

The Miami Beach City Commission consists of a mayor and six commissioners and is the governing body of city. Authority is vested in the Commission, which, establishes policy, enact ordinances, hold public hearings, approve contracts, fix assessments, and authorize and control construction and repair of all public improvements. The Mayor and Commissioners approve and present official public recognition honoring individuals, as well as events and worthy causes.

In an official capacity, the Mayor and the Commissioners promote the resources of the City to further its developments and growth.

It is the goal of this office to work together with the administration to continually better Miami Beach for its residents and our guests. As the governing body and as elected officials, the Mayor and the Commissioners respond to citizens, who seek their assistance in matters involving the governance and operation of the City of Miami Beach.

Major Accomplishments

Working to complement the efforts of the City Commission, office personnel has certainly served as a positive reinforcement for the Department. Bridging elected officials to their constituency, as well as working directly with the administration, a high level of "customer service" and satisfaction has been achieved among the large number of constituents, who reach out to the Mayor and Commissioners.

The establishment of good communication between elected officials and the constituency, in turn allows the Mayor and Commissioners, to gauge sound decision-making by directly addressing the needs of the Community. Through the passing of Ordinances, Resolutions, bids, contracts and Presentations, the City Commission works to establish a sound of quality of life, economic stability and success, and good community/public relations.

Goals and Objectives

- The Mayor and Commissioners establish policy for the governance of the City of Miami Beach. The Mayor, Commissioners and their staff are responsible for administrative matters and official duties such as responding to citizen

inquiries, meeting with citizens, dignitaries and tourists, promoting goodwill and enhancing a positive public image, to create a cordial atmosphere and open door policy, which encourages the citizenry to interact with their elected officials. In addition, the Mayor and Commissioners serve to promote the economic development of our Community.

1. Constituent Services – Although we have a city manager form of government, many citizens view the Mayor and Commissioners as being in charge of the administrative handling of city services. Therefore, a major endeavor of our department is receiving citizens' concerns and channeling those concerns to the City Manager or appropriate administrative agencies. This office must also respond to a large number of telephone, fax and letter communications. These responses are handled by both our elected officials and their office staff, acting on behalf of individual Commissioners or the Mayor and Commission Office as a whole.
- As it pertains to handling constituents concerns, it is the goal of the Mayor and Commission staff to work with the Administration in order to improve response-related issues, such as response turnover time for incoming letters, telephone complaints, fax and email.
 1. Current telephone response time – 1-2 days
Projected telephone response time – same day
 2. Current letter, fax, email response time – Maximum 15 – 20 days
Projected letter, fax, email response time – Maximum 10-15 days
 - Staff meetings - In addition to improving constituent relations via better response time and customer service, it is the goal of the Office of Mayor and Commission to improve communication between staff members. It is for this reason, that regular staff meetings will be scheduled to discuss concerns, ideas, suggestions and for everyone to become informed as to the happenings in the office. Monthly meetings have been scheduled for FY 2003/04.
 - Ordinances, Resolutions and Contracts:
 1. As the governing body of the City, a key function of the City Commission is to regulate and establish the norms that improve the quality of life of the constituency, as well as those who work and play in the City. Additionally, it is the responsibility of the Commission to assist the economic health of the City by carefully reviewing City expenditures. Through the passing of City Ordinances, Resolutions, bids and contracts, the Mayor and Commission ensures the overall well being and improved functioning of the Miami Beach Community.

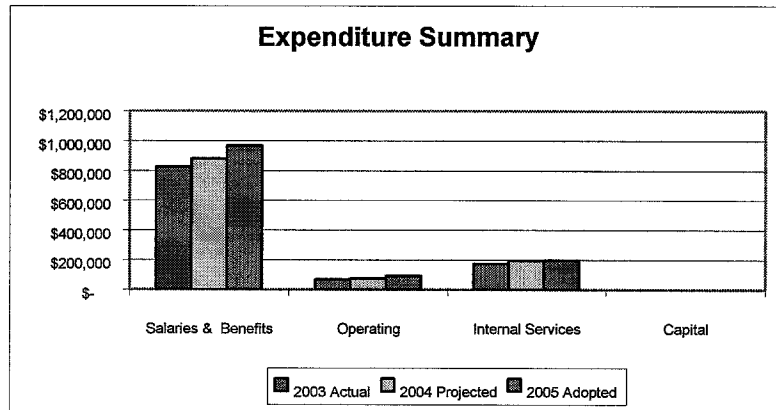
- During the current fiscal year, the City Commission has carefully reviewed and passed Ordinances, geared to foster the quality, strength, and health of the City. In addition to this important element, the City Commission has approved Resolutions, and formal bids. Continuing a careful review process, with the best interest of the Miami Beach Community in mind, the Mayor and Commissioners will continue to regulate and pursue the fine-tuning of an already exemplary City.
- Presentations:
 1. The Mayor and Commission office participates in official presentations through proclamations, keys, medallions and certificates. This is an important part of promoting the City and offering recognition to individuals, institutions, and organizations, which contribute to the overall well being of our Community. It is through official presentations that the City Commission addresses and validates the friends of our City.
- The Mayor & Commission have offered numerous presentations (i.e. proclamations, keys, medallions and certificates) to a wide range of individuals and valuable organizations. It is important that the Mayor & Commission continue to foster this tradition of recognizing the individuals and entities that contribute to our society in an array of ways.

Performance Measurements

	2003 Actual	2004 Projected	2005 Estimated
Commission Meetings held	19	18	22
Commission Workshops held	6	5	5
Proclamations & Certificates presented	250	250	250
Ordinances approved	55	35	40
Resolutions approved	328	268	268

Departmental Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 801,489	\$ 827,474	\$ 891,745	\$ 879,732	\$ 968,481
Operating	88,041	68,123	93,734	73,659	93,829
Internal Services	192,948	174,764	178,574	195,865	198,569
Capital	0	0	0	0	0
Total	\$ 1,082,478	\$ 1,070,361	\$ 1,164,053	\$ 1,149,256	\$ 1,260,879
Budgeted Positions	21	20	20		20



Budget Highlights

- Savings (\$20,547) were achieved by funding a full-time position at a part-time level pursuant to the Commission's direction at the Committee of the Whole Meeting.
- Funding \$174,000 is provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

Budget History

FY 03/04

- Funding (\$139,200) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

FY 02/03

- Funding (\$139,200) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.
- This budget includes funding for twenty-one full-time positions. One of these positions is being funded at a part-time level pursuant to the Commission's direction at the Committee of the Whole Meeting.
- An Aide position was deferred for a full year resulting in savings of \$36,709, as well as savings of \$28,176 achieved as a result of reducing operating expenses and internal service costs.

FY 01/02

- Funding (\$139,200) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

FY 00/01

- Funding (\$112,800) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

FY 99/00

- Funding (\$77,161) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

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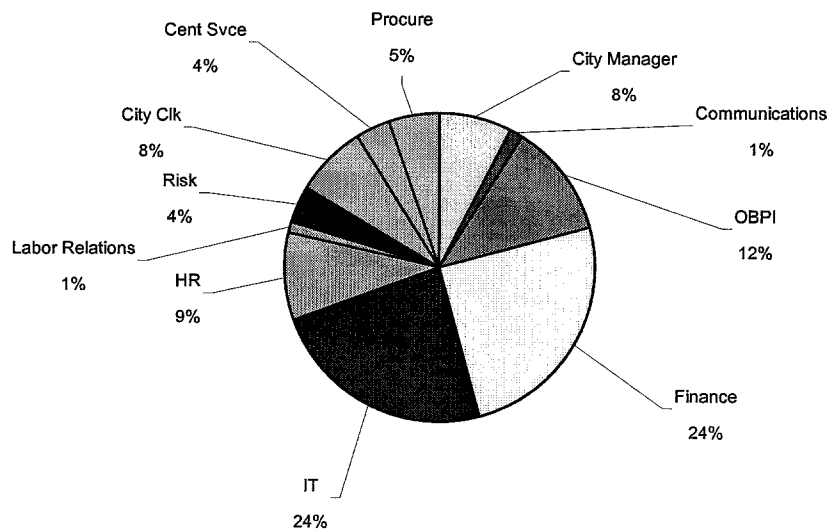
ADMINISTRATIVE SUPPORT SERVICES

Scope

This function is comprised of the following Departments and Divisions:

Administrative Support	Adopted FY '03/04	Adopted FY '04/05	% of Function to Adptd. GF Budget 04/05	Over/ (Under)
City Manager	\$1,837,838	\$1,888,209	1.1%	\$50,371
Communications	234,928	272,588	0.2%	37,660
Finance	3,249,728	3,460,126	2.1%	210,398
Procurement	676,106	706,999	0.4%	30,893
Budget & Perf Imp	1,292,264	1,549,053	0.9%	256,789
Human Resources	1,372,406	1,393,979	0.8%	21,573
Labor Relations	161,247	193,332	0.1%	32,085
City Clerk	1,364,398	1,527,654	0.9%	163,256
Total General Fund (GF)	\$10,188,915	\$10,991,940	6.5%	\$803,025
Information Technology	11,003,795	11,091,771		87,976
Risk Management	14,101,455	15,622,922		1,521,467
Central Services	738,003	753,316		15,313
Total Administrative Support	\$36,032,168	\$38,459,949		\$2,427,781

Administrative Support Positions



CITY MANAGER'S OFFICE

Mission

The City Manager is appointed by the Mayor and Commission and vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. As the Chief Executive Officer, the City Manager is responsible for providing executive level leadership, vision, and guidance to the organization, providing recommendations to the City Commission and implementing policy directives in an efficient and effective manner. In addition, the City Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups and other units of government, and is otherwise responsible for the health, safety, and welfare of the residents of and visitors to the City of Miami Beach.

Major Accomplishments

- Continued to focus on achieving the City's five-year vision by focusing on the following priority areas: Capital Improvement Program, Strategic Planning and Economic Development, Organizational Development; Neighborhood Services; and the implementation of e-Government solutions.
- Continued to enhance the budget process by creating the Office of Budget and Performance Improvement (OBPI), updating the five-year Operating Budget projections, holding Commission workshops and briefings to encourage greater input in developing the Operating Budget, and developed an enhanced Operating Budget Book to be more comprehensive and informative for the public.
- Created, hired a director and staffed the Office of Budget and Performance Improvement (OBPI). The OBPI focuses on strategic planning, performance, accountability, and results and is specifically tasked with the review, analysis, and development of internal systems, processes, management techniques, and approaches to help the entire organization stay continually focused on how internal and external improvements.

- Continued to oversee and coordinate all construction and improvements to the City's infrastructure, public facilities, parks, beaches, golf courses, and public safety equipment through the Capital Improvement Program (CIP).
- Continued to focus on our quality of life initiatives and established a Quality of Life Task Force, a multi-departmental approach to address residential and commercial quality of life issues.
- Continued to empower residents through the implementation of various initiatives including the Neighborhood Leadership Academy, the Volunteer Network, and the Community Emergency Response Teams (CERT).
- Created the Answer Center to provide information to the public and answer questions. The Answer Center responds to over 5,000 calls per month. Also implemented a web-based tracking system "Better Place" where residents have 24 hour access to service requests.
- Continued our Neighborhood Outreach efforts and held meetings in the 13 neighborhoods throughout the City to identify and resolve service delivery issues.
- Implemented a comprehensive homeless strategy to reduce the incidence of homelessness and the conflicts between residents, visitors, and the homeless, including expanding the City's Homeless Outreach Team to two teams working staggered hours / shifts to better respond to resident and commercial concerns. In addition, additional funding was secured from the U.S. Department of Housing and Urban Development for outreach services.
- Continued to enhance and update the City's Emergency Preparedness Plan to better meet the needs of the community in the event of a disaster.
- Began to implement the new 800 MHz Public Safety Radio System for the Police and Fire Departments.
- Continued to enhance our Major Events Plan (MEP) to coordinate, prepare, and allocate resources for all major events held in Miami Beach, including: Art Basel / Miami Beach, Art Deco Weekend, Miami Beach Festival of the Arts, the Boat Show, Memorial Day weekend, Fourth of July celebration and various other events.
- Opened the Byron Carlyle Theater in North Beach, making this venue available to arts groups throughout the City in an effort to increase the performing arts in this area.
- Opened the North Shore Youth Center, providing children of all ages with recreational opportunities in North Beach.

- Completed the National Recreation and Parks Association accreditation, making the City of Miami Beach one of only 47 parks and recreation departments in the U.S. to earn this prestigious certification which acknowledges compliance with more than 150 multi-faceted best practice standards.
- Implemented the various recommendations made by the Blue Ribbon Citizens Committee to improve our parks and recreational programs throughout the City.
- Continued to update and improve the City's website to make access to information easier and to conduct business on-line. The City's website was chosen as the 2003 Savvy Award winner in the category of U.S. cities with a population between 60,000 and 100,000.
- The Historic Property Search application was added to the website, enabling website visitors to access historic property information.
- In the area of parking, the City implemented the use of vending machines for the sale and recharging of transportation and parking cards and successfully administered the mail-in permit renewal program affording customers sufficient time to respond and receive their new permit prior to the expiration date of the old permit.
- Continue to improve the City's employee intranet, the internal website developed to communicate more effectively with employees.
- Continued to expand our partnerships with local institutions of higher education, (Barry University, Florida International University, and Miami Dade College) to offer an expanded array of courses held on Miami Beach for residents and employees.
- Continued to expand and provide employee recognition programs and support employee led celebrations, such as the Hispanic Heritage luncheon and celebration, the Black History Month luncheon and celebration, the holiday/end-of-year celebration, and the Employee Awards and Recognition event.
- Applied for \$5,345,419 in private, county, state, and federal grants to fund various programs throughout the City and have received a total of \$1,186,464 to date.

Goals and Objectives

- To provide leadership and sound management principles in implementing the policy objectives of the City Commission.
- To develop professional and efficient recommendations for City Commission consideration.
- To share and communicate important and valuable information with the Mayor and City Commission.
- To prepare a realistic, conservative budget and to operate within this budget.
- To coordinate the process to develop the City Commission agenda packets.
- To provide support to the City Commission Committees and Advisory Boards and Committees.
- To recruit and fill senior level positions to add to our senior management team.
- To empower a high caliber workforce who are customer service-oriented and committed to the City of Miami Beach and our mission of providing excellent public service to all who live, work and play in Miami Beach.
- To continue to expand our e-Government initiatives, develop a more informative and interactive website, and enhance the automation and use of technology.
- To provide a higher quality of flexible, streamlined services and enhanced quality of life for our citizens that exceed customer service expectations.
- To continue to provide resources for the economic growth and development of South Beach, Middle Beach, and North Beach.
- To continue to work toward the completion of the G.O. Bond / Capital Improvement program in the areas of infrastructure, parking, public facilities, and green spaces.
- Develop plans and economic development strategies to ensure that appropriate, coherent and sustainable growth occurs in the city without adversely impacting on the unique character of our community and residential neighborhoods.

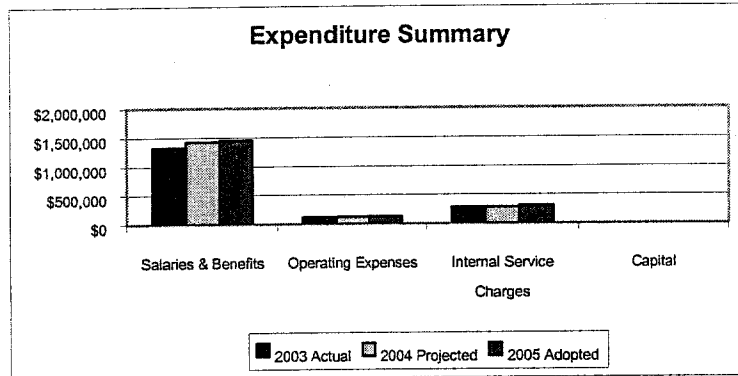
- To make the City of Miami Beach a cleaner, safer, more beautiful and vibrant community that is a unique urban environment, a cultural, entertainment and tourism capital and an international center for innovation in culture, recreation and business.

Performance Measurements

	2003 Actual	2004 Projected	2005 Estimated
Letters to Commission Developed/Sent	345	350	350
Commission Memorandums Developed/Sent	872	875	875
Responses to Resident Inquiries/Complaints	680	650	650
Commission Meetings Staffed/Coordinated	19	18	18
Commission Workshops Staffed/Coordinated	6	5	5
Commission Items Handled/Processed	1,150	1,200	1,200

Departmental Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 1,134,015	\$ 1,322,096	\$ 1,434,867	\$ 1,420,839	\$ 1,449,408
Operating Expenses	126,483	114,064	124,590	118,684	127,600
Internal Service Charges	274,531	279,967	278,381	281,525	311,201
Capital	10,417	2,676	0	650	0
TOTAL	\$ 1,545,446	\$ 1,718,803	\$ 1,837,838	\$ 1,821,698	\$ 1,888,209
Budgeted Positions	14	13	13		13



Budget Highlights

- Savings of \$136,474 were achieved by deferring a vacant Assistant City Manager position as well as other operating efficiencies.

Budget History

FY 03/04

- This budget provides funding for merit, COLA, and increases for 13 positions.
- Savings were achieved by eliminating a vacant Assistant City Manager position.

FY 02/03

- Savings of \$131,168 were achieved by deferring a vacant Assistant City Manager position for one year and \$21,047 through reductions in operating costs.

FY 01/02

- This budget reflects the decrease of one position transferred to the Grants Management Office.

FY 00/01

- This budget includes funding for an Assistant City Manager position as well as an Executive Office Associate I position that was previously funded in the Community/Economic Development Department.

FY 98/99

- Capital funds for a computer (\$2,500) are included in this budget.

OFFICE OF COMMUNICATIONS

Mission

"We are to conduct ourselves professionally, with truth, accuracy, fairness, and responsibility to the public."

The Office of Communications is primarily a link between the City of Miami Beach government, the public and the media. The Office is the communications arm of the City Administration and its various departments. The Office of Communications deals specifically with immediate and/or current City matters proactively with the community and the media. The Office reaches a wide, diverse audience through a myriad of communication tools, including TV, print, radio, Internet, direct mail, telecommunications, community meetings, and one-on-one interactions. The Office markets the City's services and programs to its customers in creative ways that appeal to the needs of the customer. The Office uses various communication tactics to achieve its goals: communication counseling and assistance to departments and committees, media relations, internal and external communications, direct marketing, communicating through the internet, intranet, government-access television, newsletters, and telecommunications/new media.

Major Accomplishments

- Continue to develop the City's intranet, internal Web site to communicate more effectively with employees;
- Further developed and enhanced the e-newsletter and data list development;
- Produced several television informational briefs for Channel 20.
- Increased the distribution of public information messages, including the newsletter, through email list serves, TV20, and expanded mailings;
- Planned and conducted several successful campaigns for City events and initiatives (ie, All-America City Award, major events, Fourth of July, FTAA, Election 2003 and 2004, City's Birthday, etc.);
- Continue to assist in the enhancement of the City's Web site and promoting its features;
- Continue to develop ways to promote internal teambuilding, unity and overall staff cohesion;

- Continue to improve the media data collection & archival system;
- Continue to build relationships and contacts with the media.

Goals and Objectives

- To Enhance Communication between the City of Miami Beach and its Customers by:
 1. Implementing a comprehensive communications strategic plan. While the City encourages all of its departments to communicate with their customers/public, a unified and coordinated effort will keep the City's various messages in a clear, targeted, cohesive way, with a focus on being proactive when possible.
 2. Expand the reach to a wider, diverse audience through a myriad of communication tools including TV, print, radio, internet, intranet, direct mail, telecommunications, meetings, and one-on-one interactions.
 3. Marketing the City's services and programs to its customers (both internal and external) in creative ways that appeal to the needs of the customer.
 4. Making it easy to be informed, involved and up-to-date on the work of the City government by using new technology.
 5. Archiving the City's media coverage through a Comprehensive Media Management System. This information serves as a vital source of information in creating a media plan and gauges the success of media coverage of an event or issue, and maintains the records for archival purposes.
 6. Using communications tactics such as communication counseling and assistance to City departments, such as media relations, internal and external communications, direct marketing, communicating on the internet, intranet government-access television, City newsletter, and telecommunications/new media.

Performance Measurements

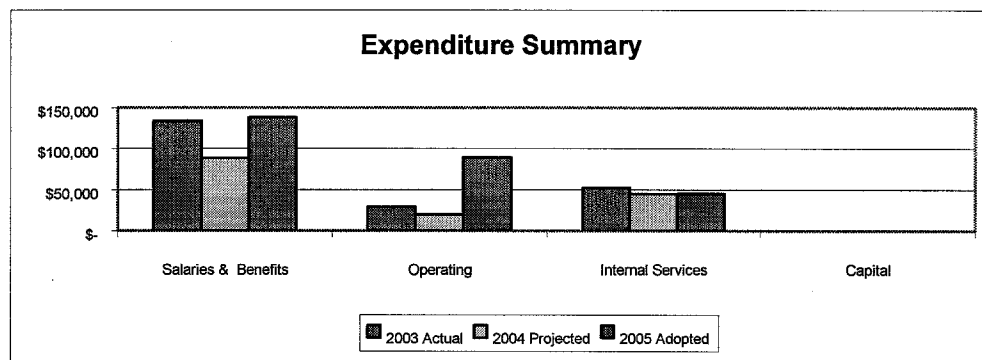
	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
Generate media coverage print (column inches)	50,312	50,000	N/A**	50,000
Broadcast (hits) *	130	100	N/A**	100
Scan and log print media clips into the Media Management System	2,094	2,100	N/A**	2,000
Write & distribute press releases, media alerts, articles (inc. posting to the web site)	126	200	200	200
Respond to media and public inquiries (Answer Center fully operating in 2003)	1,200	1,000	1,000	1,000
Produce external newsletters (Beach Briefs)	11	12	12	12
Produce Beach Beacon	0	0	1	4
Produce and distribute E-Newsletter (Miami Beach E-Briefs)	52	52	52	52
E-Newsletter Subscribers	54	300	700	800
Produce internal newsletters (Beach Breeze)	2	2	2	12
City's Web Site Unique Visitors (avg @ mo)	20,000	35,500	120,000	150,000
Compile and distribute meeting notices (Effective November 2003, this function was transferred to the City Clerk's Office)	52	52	5	0
Release weekly traffic advisories (included in the E-Briefs and online)	52	52	0	0
Produce Annual State of the City Video Report	1	1	1	1
Produce and distribute public information materials (brochures, cards, guides, ads)	6	3	6	6
Write "Since You Asked..." columns for The Miami Herald	5	0	0	0
Produced "Beach Vision" news TV show	N/A	1	4	4

* Not all television news clip reports are obtained due to cost restraints.

** Media gathering system equipment has been disabled.

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 116,830	\$ 133,761	\$ 134,554	\$ 88,690	\$ 138,026
Operating	43,717	29,161	54,509	19,544	89,400
Internal Services	53,423	52,290	45,865	45,029	45,162
Capital	3,629	0	0	0	0
Total General Fund	\$ 217,599	\$ 215,212	\$ 234,928	\$ 153,263	\$ 272,588
Budgeted Positions	2	2	2		2



Budget Highlights

- Savings of \$11,886 were achieved by reducing operating costs.
- This budget includes funding (\$46,000) to produce an eight-page, quarterly City newsletter, to educate the public on the City's services and accomplishments in keeping with the City's strategic five-year vision and annual goals. The newsletter will be mailed to all residents along with the Recreation Review.

Budget History

FY 03/04

- Savings of \$13,691 were achieved by reducing operating costs.

FY 02/03

- Printing and mailing costs were reduced by \$55,854 by producing and distributing the bulk of the City's Newsletter electronically.

FY 01/02

- Funding was provided (\$166,180) to increase the citywide newsletter from two to four pages (two in English and two in Spanish) in full color to be mailed to all Miami Beach residents every other month with the last issue being the Annual Report.
- Funding for the CiviCall Program previously included in this budget, is now included in the budget of the CiviCall Division of the Neighborhood Services department.

FY 00/01

- The funding for the Office of Media Relations was previously included in the budget City Clerk's Office.
- This budget includes funding for the CiviCall Program previously funded in the City Clerk's Office.

FY 99/00

- Funding was provided for a computer generated electronic newsletter to be produced weekly and broadcast over Channel 20 multiple times daily on a regular schedule (\$35,000). Additionally, funding was provided for the creation of a bilingual residential information guide of City department functions and services, and available social services (\$5,000).

FINANCE

Mission

The Finance Department provides financial management and policy support, analytical services, and financial information to the City Manager, departments, the public and others; seeks the most efficient and effective use of City funds; develops, analyzes and presents information about City finances to the public, the press, bond rating agencies, and other interested parties; coordinates financial activities within the City government and in areas outside City government where the City has an interest; serves as a key participant in areas of City-wide priorities such as economic development; collects and reports Resort Tax; invoices and collects all City utility bills; plans, prepares and implements all utility rates; invoices and collects all special assessments; plans, develops, administers and monitors the City's Capital Improvement Program (CIP) and works with the City's financial advisors, underwriters and bond counsel to prepare and implement the City's financing strategies.

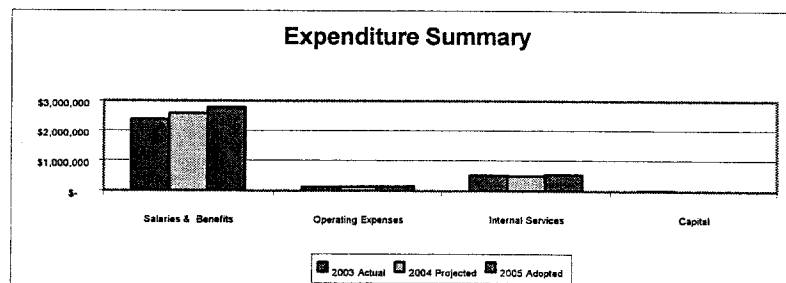
Departmental Financial Summary

(General Fund)

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Bond Issuance Fee	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0
Lien Letter	45,413	93,477	56,000	125,981	75,000
Total	\$ 45,413	\$ 193,477	\$ 56,000	\$ 125,981	\$ 75,000

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 2,048,319	\$ 2,373,475	\$ 2,541,357	\$ 2,584,147	\$ 2,773,384
Operating Expenses	171,792	136,027	198,891	146,668	153,754
Internal Services	565,475	515,838	509,480	496,219	532,988
Capital	56,036	12,678	0	1,725	0
Total	\$ 2,841,622	\$ 3,038,018	\$ 3,249,728	\$ 3,228,759	\$ 3,460,126

Budgeted Positions	40	40.2	40.0	39.5
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ADMINISTRATION

Major Accomplishments

- Implemented the Purchasing Card Program.
- Enhanced procedures, controls and financial reporting of grants.
- Implemented new procedures and controls for financial monitoring of Capital project expenditures.
- Renewed equipment financing for acquisition of equipment.
- Coordinated financings for Health Facilities Authority.
- Reviewed all existing debt for refinancing opportunities.

Goals And Objectives

- Enhance financial reporting to management by more timely distribution of interim financial reports.
- Submit audited financial reports to the GFOA Certificate of Achievement Program by March 1, 2005.
- Submit the State Report to the Auditor General by March 1, 2005.
- Implement the general ledger and payroll module of the new integrated enterprise system.
- Continue to update procedures and controls for financial monitoring of Capital project expenditures for new integrated project management system.
- Complete development of a cost allocating formula for permit and license fees.
- Implement receiving utility bills online.
- Implement online application for first time occupational license applicants and renewals.
- Implement fees for City services provided to commercial areas.

- Prepare and issue Special Assessment financing for neighborhood special districts that qualify for underground utilities projects, as needed.
- Renew equipment financing and borrow as needed for acquisition of equipment.
- Enhance collection efforts by centralizing all City collections and through the combining of duties for other positions, staff it with one position.
- Continue improving customer service delivery for occupational licenses and certificates of use by streamlining the licensing process and providing online information on issued license files.
- Coordinate financings for Health Facilities Authority.
- Review all existing debt for refinancing opportunities.
- Continue to implement an electronic storage and retrieval systems for financial information. We will continue to focus on completion of the lien files, water deposit cards, and issued license applications and related documents.
- Assist CIP in developing a plan for future projects.

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 542,816	\$ 622,867	\$ 698,279	\$ 683,476	\$ 706,207
Operating Expenses	51,566	37,568	60,850	30,898	47,050
Internal Services	122,156	114,476	123,569	115,987	134,391
Capital	51,113	0	0	525	0
Total	\$ 767,651	\$ 774,911	\$ 882,698	\$ 830,886	\$ 887,648
Budgeted Positions	8	8	12		11.5

Budget Highlights

- This budget allocates 50% of the City's Chief Financial Officer position for oversight of the Information Technology Department. It also provides for projected merit, COLA, pension and insurance increases for 11.5 positions.
- Management of the City's investment portfolio is administered by this department and is expected to net in excess of \$2,830,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately \$29.7 million.

REVENUE DIVISION

Mission

The Revenue Division is committed to providing timely and accurate billing and collection of revenue from all departments, so that the revenue and information gathered can be used to fund the cities objectives. The Revenue Division of the City of Miami Beach consists of licensing, utility billing, lien services and cashiers' office. The licensing department handles certificate of use, sidewalk cafés and occupational license. This section collects revenues of approximately \$3.6 million a year and issues 7,200 licenses. Utility billing section bills approximately \$50.0 million a year and has over 10,000 customers to maintain.

Major Accomplishments

- Incorporated customer service features in Permits Plus created the electronic approval process for Occupational License and Certificate of Use.
- Utility billing continues to participate in the Life Support Initiative Assistance program which was implemented by Miami Dade County to assist those individuals who have problems paying their water bills.
- Enhanced the Utility Billing System to include improve the collection process.
- Installed credit card machines at several City Departments so as to simplify and expedite the receipt of money at each individual location.

Goals And Objectives

- Enhance customer service by becoming more responsive to citizens' needs as follows:
 1. Implement new Resort Tax System to replace the current obsolete system.
 2. Implement online reporting and payment for Resort Tax.
 3. Continue to provide exemplary customer service in the License Sections.

- Continue increased collection of delinquent accounts as follows:
 1. Holding occupational licenses and certificates of use until other outstanding debts are paid to the City.
 2. Sending letters notifying customers what other debts they need to pay to be in compliance.
 3. Continue to ensure that no new or renewed license is issues without all debts to the City been paid or mitigated with the appropriate department.
 4. Ensure that all customers are informed timely of the denial of their applications and what steps must be followed in order to receive approval.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
<u>Utility Billing</u>				
• Bills Mailed	120,000	120,000	120,000	120,00
• Utility Customer Accounts	10,750	10,000	10,500	10,500
• Accounts Closed	2,400	2,000	1,900	2,200
• New Accounts Created	1,320	1,100	1,000	1,100
• Deposits Refunded	1,040	1,200	1,000	1,000
<u>Revenue</u>				
• Checks Proc thru L/B	132,000	132,000	132,000	132,000
• Checks proc thru Cashier	120,000	120,000	120,000	120,000
• Customer Accounts Maintained	9,000	9,000	9,000	9,000
• Certificate of Use Issued	5,500	5,255	5,175	5,400
• License Issued	6,400	6,500	6,600	6,500
• Lien Statements	3,454	3,300	3,150	3,400
• City Bills Prepared	2,500	2,500	2,600	2,500
• Rental Agreements Invoiced	30	30	30	30
• New Licenses Issued	2,478	2,200	2,350	2,300
• Sidewalk Cafés Licensed	117	120	120	120

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 827,615	\$ 972,868	\$ 1,024,674	\$ 983,458	\$ 1,096,462
Operating Expenses	92,301	73,126	109,737	87,494	82,200
Internal Services	279,503	252,446	223,646	226,892	233,182
Capital	3,942	900	0	1,200	0
Total	\$ 1,203,361	\$ 1,299,340	\$ 1,358,057	\$ 1,299,044	\$ 1,411,844
Budgeted Positions	20	20	13		13

Budget Highlights

- Savings of approximately \$44,000 were achieved by deferring a vacant Revenue Manager position for eight months.
- This budget provides for projected merit, COLA, pension and insurance increases for 13 positions.

ACCOUNTING DIVISION

Mission Statement

The Accounts Payable section is responsible for the timely and accurate processing of the City's payments, approximately 19,000 checks yearly. The Payroll section processes approximately 34,000 direct deposit and 9,000 payroll checks. The CIP section provides financial management, administrative support, analytical services and financial data on the City's \$500 million Capital Improvement Plan. The Miami Beach Redevelopment Agency section is responsible for the financial transactions of the City's two redevelopment districts. The Grants Compliance section reviews and monitors Citywide grants for compliance.

Major Accomplishments

- Expanded use of the City's Purchasing Card to include all City departments.
- Completed the 2003 Comprehensive Annual Financial Report.
- Received the Certificate of Achievement for the 2002 Comprehensive Annual Financial Report. This is the sixteenth consecutive year the City has received this award for excellence in financial reporting from the Government Finance Officers Association of the United States and Canada.
- Issued RFP's for the purpose of hiring firms for the provision of underwriting, financial advisory, and investment advisory services.
- Implemented various banking software: Online Treasury Manager, Control Pay, and Image viewer (checks).
- Implemented a check signing and sealing process for accounts payable and payroll checks.
- Continued providing training for the Finance department as well as other departments on the Financial Management System (FMS II).
- Created system reports to facilitate departments with financial analysis.
- Prepared on a quarterly basis the expanded "Report of the Itemized Revenues and Expenditures of the Miami Beach Redevelopment Agency."

- Updated and reconciled rental income schedules for the Anchor Shops at Anchor Place, the Royal Palm Hotel, and the Loews Hotel.
- Obtained the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada for the annual Capital Budget.
- Reconciled the CIP projects to the General Ledger and Capital Budget/Plan.
- Established the Capital Improvement Review Committee (internal staff) responsible for reviewing all city projects for cost and funding impacts.
- Prepared the Fiscal Year 2005-2009 Five Year Capital Plan for the City of Miami Beach (City) and the RDA.
- Prepared and presented the FY 2005 Capital Budget and the FY 2005-2009 Capital Plan to a Joint Meeting of the Finance and Citywide Projects Committee and the General Obligation Bond Oversight Committee.
- Met with all City Departments managing CIP projects in an effort to reconcile General Ledger and Capital Budget/Plan.
- Reviewed CIP Commission Items for their financial impact to the City.
- Prepared complete grant files for all City grants.
- Reconciled the Capital Grants Fund to record all grants relating to construction.
- Maintained a log sheet for each City grant to track and determine the status of each grant.
- Coordinated Grants Post-Award Review Committee (internal staff) responsible for reviewing all city grants in an effort to delineate each City Department's responsibility and to ensure that all compliance issues are addressed proactively.
- Completed the Single Audit Schedule using the GASB 34 guidelines for the first time.

Goals And Objectives

- Enhance the accounting division's services by becoming more responsive to the needs of city departments by:

1. Implement and conversion of a new intergraded financial management system that will include accounts payable, payroll, accounts receivable, utility billing, purchasing, and fixed assets ledgers.
 2. To provide training in the Finance department and support for other City departments on the new financial management system.
 3. Continue to expand the City's P-Card Program (Purchasing Card) to include payments to City vendors.
 4. Take advantage of prompt payment discounts in order to exceed the \$ 15,000 of projected discounts for FY 2004.
- Enhance the Payroll process and provide better service to city employees by:
 1. Implement the conversion of a new payroll system by December 31, 2004.
 2. Develop and implement new payroll procedures and workflow that will support the new payroll system.
 3. Provide on-going training for all payroll staff regarding changes in technology and tax law.
 4. Implement additional payroll processes to comply with tax policy.
 - Provide a more comprehensive analysis of the city's construction in process by:
 1. Monitor and report the City's capital expenditures.
 2. Reconcile fixed assets to the general ledger on a quarterly basis.
 - Make the Liens Section a "One Stop Shop" for monies owed to the City.

Performance Measurements

	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
<u>Accounts Payable</u>			
• Checks issued	19,665	18,000	17,000
• Prompt pay discounts	13,800	15,000	18,000

	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
<u>Payroll</u>			
• Direct Deposit issued	33,194	34,000	37,000
• Payroll checks	9,423	9,200	9,000
• Payroll journal entries	228	250	0
• Purchasing Card purchases	19,729	2,645,000	4,700,000
• Liens Statements Issued	3,739	3,850	4,000

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 677,888	\$ 777,740	\$ 818,404	\$ 917,213	\$ 970,715
Operating Expenses	27,925	25,333	28,304	28,276	24,504
Internal Services	163,816	148,916	162,265	153,340	165,415
Capital	981	11,778	0	0	0
Total	\$ 870,610	\$ 963,767	\$ 1,008,973	\$ 1,098,829	\$ 1,160,634
Budgeted Positions	12	12.2	15		15

Budget Highlights

- This budget provides for merit, COLA, pension and insurance increases for 15 positions. The General Fund will be reimbursed by Community Development Block Grant (CDBG) funds for a position that provides accounting services for HUD programs.

RESORT TAX

Major Accomplishments

- Completed major upgrade of Resort Tax software.
- Streamlined various manual procedures by providing access to computer/ internet reporting.
- Continued enhancement of collections efforts through work with the Legal and Internal Audit Departments.

Goals And Objectives

- Continue enforcing compliance with article iv, section 102 of city code by:
 1. Providing more efficient service to our customers by:
 - a) Automating the Resort Tax filing process through the Internet.
 2. Continued enhancement of collection efforts by:
 - a) Continuing work with Legal Department for more effective collections.
 - b) Continuing work with Internal Audit Department to improve audit assessment efficiency.

Performance Measurements

	2002	2003	2004	2005
	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Estimated</u>
• Documents processed	9,992	9,954	9,000	9,400
• Letters sent to non-filers (monthly/annual)	1,677	1,850	1,610	1,700
• Annual accounts	1,265	1,300	1,352	1,375
• Delinquent payment memos mailed	923	900	825	900
• Monthly accounts	665	697	737	775
• New accounts processed	252	253	280	300
• Data batches processed	181	148	190	200
• Liens filed	14	9	8	10

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 154,153	\$ 182,452	\$ 189,266	\$ 189,337	\$ 212,991
Operating Expenses	30,997	30,496	87,685	26,946	89,135
Internal Services	86,021	69,721	54,558	54,012	50,318
Capital	0	0	0	0	0
Total	\$ 271,171	\$ 282,668	\$ 331,509	\$ 270,295	\$ 352,444
Budgeted Positions	3	3	3		3

Budget Highlights

- This budget provides funding for merit, COLA, pension and insurance increases for 3 positions.

Departmental Budget History

FY 03/04

- Management of the City's investment portfolio is administered by this department and is expected to net in excess of \$ 2,800,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately \$29.5 million.
- This budget provides for projected merit, COLA, pension and insurance increases for 8 positions.
- This budget provides for projected merit, COLA, pension and insurance increases for 19 positions.
- Savings were achieved by eliminating a vacant Financial Specialist I position.

- Funding has been provided for a new Financial Analyst I position which will fill a great need in the area of financial monitoring and reporting of capital projects. This position replaces the position of Capital Improvement Administrator-Finance at a lower cost and is completely funded by construction management fees. Also, savings were achieved by eliminating a vacant Financial Specialist I clerical position.
- This budget provides for merit, COLA, pension and insurance increases for 12.2 positions. A clerical position that provides accounting services for HUD programs is paid 20% by the General Fund and 80% from Community Development Block Grant (CDBG) funds.
- This budget provides funding for merit, COLA, pension and insurance increases for 3 positions.

FY 02/03

- This budget includes funding for a consultant to assist in the implementation of GASB 34. It also provides for projected merit, COLA and insurance increases for 40.2 positions.

FY 01/02

- This budget includes the addition of one professional position (\$ 54,672) for the payroll function. This position will serve as back-up for the Payroll Supervisor and be responsible for the review and entry of Payroll adjustments into the system.
- This budget includes \$3,000 for file cabinets and miscellaneous equipment in the Resort Tax Division.
- Management of the City's investment portfolio is administered by this department and is expected to net in excess of \$ 4,660,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately \$27,600,000.

FY 00/01

- Funding is included for one position (\$54,172) to enhance collections of special assessments.
- Funding is included for an assistant to the Utility Billing Supervisor (\$50,303) to enhance customer service and maximize performance in the department.
- This budget includes \$50,000 for professional services to assist the City with the implementation of GASB 34.

- Revenue is received from lien letters prepared for title companies (\$32,500) and from fees assessed for administering bond issues (\$90,000).
- Management of the City's investment portfolio is administered by this department and is expected to net in excess of \$4,740,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately \$25,000,000.

FY 99/00

- This budget reflects the addition of one position to support the Capital Improvement Program (CIP).
- Revenue is received from lien letters prepared for title companies (\$29,500) and from fees assessed for administering bond issues (\$120,000).
- Management of the City's investment portfolio is administered by this department and is expected to net in excess of \$3,700,000 to the General Fund due to the receipt of \$46.5 million from the Interlocal Agreement and a fund balance of over \$12,000,000.

FY 98/99

- Funding is included in this budget for an additional Cashier position (\$35,000) to process payments for building permits, provide a separation of responsibilities and enhance customer service.
- Revenue is received from lien letters prepared for title companies (\$32,500) and from fees assessed for administering bond issues (\$120,000).
- Management of the City's investment portfolio is administered by this department and is expected to net in excess of \$4,172,000 to the General Fund due to recent adjustments in market rates and a fund balance of over \$19,000,000.

PROCUREMENT

Mission Statement

The Procurement Division is dedicated to providing professional and efficient purchasing services and supports the activities of the City of Miami Beach, which includes: financial responsibility and community service, through contracting for all commodities, contractual services, and construction projects; by maintaining procedures which foster open competition, inspiring public confidence that all contracts are awarded equitably and economically; and the greatest possible value and quality in the services and products purchased, with timely delivery.

Major Accomplishments

- Implemented the Job Order Contracting (JOC) system that has resulted in significant cost savings and the completion of more than 100 construction projects.
- Prepared an Ordinance that provides the City Manager with greater authority to reject bids, piggyback on School Board contract, and negotiate with the lowest and best bid received.
- Provided training to more than 100 employees on the use of the Financial Management System (FMS) II.
- Processed more than 3,000 Purchase Orders and Standing Orders for goods and services.
- Processed more than 3,000 change orders.
- Closed out more than 500 Purchase Orders and Standing Orders.
- Prepared, issued, evaluated, tabulated, and recommended the award of contracts on more than 150 solicitations (Invitations to Bid, Request for Proposals, and Request for Qualifications).
- Prepared more than 200 Commission Memorandums and Resolutions relative to the award of contracts, sole source requests, and requests to "piggyback" on State, County, and local government contracts.
- Conducted Auctions and computer sales that resulted in \$300,000 in gross receipts.

- Revised numerous administrative policies and procedures relative to procurement processes and City Code.
- Implemented an Electronic Requisitioning and On-Line Approval Via FMS II.
- Implemented a Vendor Outreach Program to significantly increase the number of responses to our solicitations (i.e. Request for Proposals (RFPs), Request for Qualifications (RFQs), and Invitation to Bids (ITBs).
- Consistently improved the lead-time relative to the issuance, evaluation, and tabulation of RFPs, RFQs, ITBs, and contract awards.
- Conducted Procurement training workshops for departmental and Procurement staff.

GOALS AND OBJECTIVES

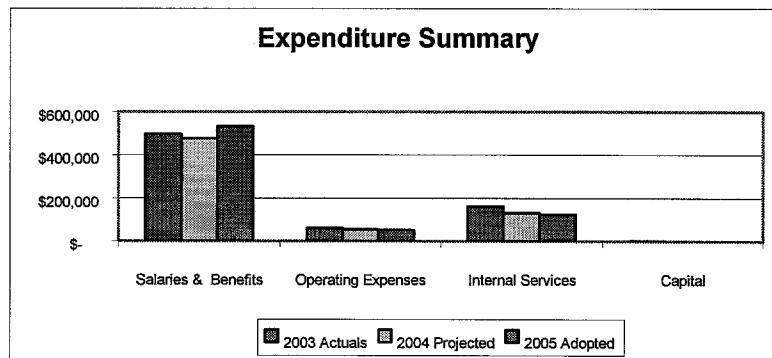
- To efficiently process all Bids, RFP's, RFG's, and purchasing documents for the city:
 1. Prepare And Issue Approximately 140 Formal Bids (Over \$25,000) By September 30, 2004.
 2. Prepare And Issue Approximately 500 Informal Bids By September 30, 2004.
 3. Process Approximately 8,000 Purchase Orders, Standing Orders, Change Orders, And Release Orders by September 30, 2004.
 4. Maintain and Report on Approximately 225 Contracts, Including Maintenance, Management and Contractual Services Contracts.
- To improve the city's vendor outreach program:
 1. Conduct Small Business Workshops on *"How To Do Business With The City"*.
 2. Implement "Best Practices" and "Benchmarking" Techniques.
- To provide citywide training on purchasing procedures:
 1. Conduct Periodic Training Sessions For New Employees Involved In The Purchasing/Payment Process.
 2. FMS II Training.
 3. Formal Processes (Bids, RFPs, RFQs).
 4. City Code Changes Relative to Procurement.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Formal Solicitations	150	120	100	90
Requests for Quotes	475	540	570	590
Purchase Orders	3,330	3,480	3,630	3,780
Auctions	1	2	3	3

Financial Summary

Expenditure Area	<u>2002 Actuals</u>	<u>2003 Actuals</u>	<u>2004 Budget</u>	<u>2004 Projected</u>	<u>2005 Adopted</u>
Salaries & Benefits	\$ 456,988	\$ 496,413	\$ 488,898	\$ 477,166	\$ 532,318
Operating Expenses	58,321	60,240	51,462	54,361	50,992
Internal Services	108,641	160,696	135,746	132,171	123,689
Capital	3,837	926	0	-	0
Total	\$ 627,787	\$ 718,275	\$ 676,106	\$ 663,698	\$ 706,999
Budgeted Positions	10	10	9	9	9



Budget Highlights

- This budget provides funding in salary & benefits of \$532,318 for a staff of nine (9) procurement professionals. This maintains the current staffing level, which had been reduced by one (1) position in the current fiscal year. It is worth noting, though, that the processing of Purchase Orders is expected to increase in FY 03/04 and FY 04/05, as noted above in the Performance Measurements section, indicating productivity improvements.
- The budget also includes Operating Expenses of \$50,992 and Internal Service Expenses of \$123,689.

Budget History

FY 03/04

- The position of Account Clerk I is eliminated which represents a salary saving of \$37,792.
- A Procurement Coordinator position has been added and One (1) Sr. Procurement Specialist position is eliminated.
- This budget provides funding in salary & benefits of \$488,898 and \$187,208 in operating costs to support a staff of 9 procurement professionals.

FY 02/03

- This budget provides funding in salary & benefits of \$496,634 and \$235,268 in operating costs to support a staff of 10 procurement professionals.
- This budget includes \$2,000 for the purchase of office furniture for a conference room.

FY 01/02

- The budget reflects an increased staffing level, which was approved during the current fiscal year. The positions of Senior Procurement Specialist and Office Associate V were added in FY 00/01. These positions represent approximately \$90,700 of the total increase of \$126,381 for Salaries & Benefits. Also included in the increase in Salaries & Benefits is a reclassification of the position of a Clerk to a Clerk Typist, with an associated cost of \$2,365.

- The budget also reflects increases in Operating Expenditures of \$26,078 related to the anticipated need for Advertising and Professional Services in support of the City's Capital Improvement Program.

FY 98/99

- The position of Asset Manager has been transferred from Procurement to the Community/Economic Development Department, resulting in a budget transfer of \$65,802. The revenues associated with this function are now reported in that department.

INFORMATION TECHNOLOGY

Mission

Information Technology's (IT) mission is to provide tools that enhance the City of Miami Beach's ability to deliver world-class service to the City's residents and visitors by helping the City satisfy its customers' needs for creative solutions.

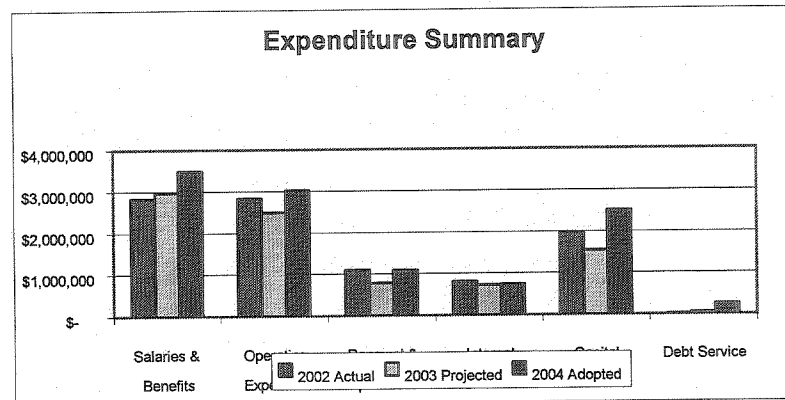
Departmental Goals

- Improve the effectiveness and efficiency of City processes/procedures and enhance employee performance.
- Deliver hardware and software systems that:
 1. meet/anticipate the City's needs,
 2. are cost-effective,
 3. are timely, and
 4. are supportable.
- Maximize the City's return on investment in technical assets.
- Lower the barriers between City agencies and City residents.

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Inter-Departmental Charges	\$ 7,436,191	\$ 7,086,543	\$ 8,390,795	\$ 7,694,089	\$ 8,516,394
Retained Earnings	511,606	395,284	2,533,000	(718,018)	2,500,000
Interest/Other	86,007	78,758	80,000	27,595	75,377
Total	\$ 8,033,804	\$ 7,560,585	\$ 11,003,795	\$ 7,003,666	\$ 11,091,771

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 2,434,933	\$ 2,833,516	\$ 3,174,348	\$ 2,965,658	\$ 3,497,803
Operating Expenses	2,700,168	2,828,246	2,794,938	2,493,516	3,021,617
Renewal & Replacement	2,259,872	1,090,232	1,527,150	780,976	1,085,789
Internal Services	631,226	801,008	784,359	721,226	737,136
Capital	1,680,540	1,974,320	2,533,000	1,545,372	2,500,000
Debt Service	27,994	14,613	190,000	42,290	249,426
Total	\$ 9,734,733	\$ 9,541,935	\$ 11,003,795	\$ 8,549,038	\$ 11,091,771
Budgeted Positions	37	37	40		40.5



APPLICATION SYSTEMS

Mission

The Application Systems Division is responsible for maintaining existing applications and develop/install new applications as requested.

Major Accomplishments

- The City of Miami Beach Web site which was developed by the Applications Division of IT was chosen as the 2003 Savvy Award Winner in the category of U.S. cities with populations between 60,000 and 100,000.
- The City of Miami Beach Website is continually updated to improve the look and feel of the site. The content of the website has been expanded to include:
 1. Environmental Resource Management, Parks Landscape Division
 2. Capital Improvement Program, Art in Public Places, Volunteer Network
 3. City Clerk: Election 2003, Election 2004, Historical Photographs
 4. Mayor & Commissioners: "Vote Miami Beach", Mayor Dermer
 5. Parks & Recreation Review: Summer 2003, Fall 2003, Winter/Spring 2004
- The following Web Applications were completed:
 1. Historic Property Search – This application enables website visitors to access Historic Property Information.
 2. Web Survey – This application consists of a survey form used to gather feedback from website visitors and a report for accessing the survey responses online.
 3. "Vote Miami Beach": - This application enables website visitors to create a customized list of participating businesses.
 4. Bulletin Board for Parks & Recreation.
 5. Student Internship – Allows students to sign up for City internship programs.
 6. Crime Analysis

- Installed a new Records Management system for Police Department.
- Installed a new Fire Records Management as a primary system to receive information from the CAD system.
- Designed and implemented a data warehouse system that retrieves data and provides reports for years 1985-1999 from two legacy police record systems.
- Implemented and maintain a Geographic Mapping system for Public Safety.
- Upgraded the Cyborg Payroll System from Version 4.5 to Version 5.0.
- Successfully completed the following RFP's and participated in final selection of vendors:
 1. Enterprise Financial System
 2. Public Works Infrastructure System
 3. Parking Permits System
- Implemented the Liquid Office System that enables routing of forms throughout the City of Miami Beach departments.
- Developed standards and implemented a Project Methodology for the Application Division that ensures projects are professionally managed and documented from the initial conception through completion.
- Designed and implemented a Time Tracking System for the Application Division that monitors and reports progress of projects.
- Designed and implemented a new Resort Tax system that replaces the old legacy application that was run on a HP 3000.
- Implemented a new Check Printing application called Standard Register.
- Implemented system upgrades to Utility Billing, Permits Plus, SQL Server, MS Access XP and ATM Premier.
- Implemented the first phase of a Wireless Handheld Inspection System.
- Implemented a Web-based system for acquiring permits on-line through our Permits Plus System.

- Coordinated and implemented the merger of Certificate of Use into Occupational Licenses, applied a pro-rated fee and processed the new bills.
- Provided City-wide department training for Permits Plus, Inspection Handhelds, Velocity Hall, Payroll Time Input, Resort Tax, Liquid Office and Public Safety systems.

Goals and Objectives

- Update internal IT processes/tools to enhance IT's ability to deliver quality applications.
 1. Implement lower-cost "off-the-shelf" industry standard solutions.
 2. Select solutions corresponding to the City's IT Strategic Plan goals and objectives which work within standard databases and eliminate islands of information.
 3. Continue the requirement's definition, evaluation, software/hardware selection, and implementation of funded IT projects
- Investigate strategies for use of Intranets and the Internet to provide enhanced E-government IT services for the City.
 1. Begin installation of new Financial Enterprise system with Payroll completion by 12/31/04 and core financials to follow.
 2. Complete next phase to complete Real-time Wireless Handheld Inspection Project.
 3. Implement new web projects with an initiative of, at least, five (5) to be completed this year.
 4. Install new Parking Permits (T2) System that will allow for purchase and renewal of residential parking permits.
 5. Provide Training Classes for employees on City-wide applications.
- Initiate, through creative means, the development of a City-wide Geographic Information System (GIS) with limited funding.
- Provide support in negotiations with approved vendor for the Public Works Infrastructure System and complete installation.

- Provide a system analysis, develop and install a new Police Property Evidence System.
- Initiate and complete an automated solution that will unify the payroll "clock in" process, City-wide if funding permits.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Incidents	570	431	450	450
Request for Service	240	56	65	65

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 1,042,096	\$ 1,246,055	\$ 1,523,708	\$ 1,404,089	\$ 1,662,467
Operating Expenses	398,893	432,386	521,598	398,127	522,143
Internal Services	138,888	189,057	125,645	127,056	138,182
Capital	365,425	319,040	551,000	690,389	1,165,000
Total	\$ 1,945,302	\$ 2,186,538	\$ 2,721,951	\$ 2,619,661	\$ 3,487,792
Budgeted Positions	15	15	18		18

Budget Highlights

- The budget includes capital funds of \$1,165,000, which includes \$925,000 for a new financial enterprise system that is anticipated to be implemented during FY 04/05. This system will replace all of the City's core financial systems, including General Ledger, Accounts Payable and Receivable, Purchasing, Fixed Assets, Inventory Control, as well as Human Resources, Payroll, and Utility Billing. The additional \$240,000 in capital is for the Permits/Handheld application and other specialized software.

- This budget includes Salaries & Benefits of \$1,622,467 for a staff of 18 IT professionals, who maintain, enhance and develop software which runs on the City's internal network as well as the internet.
- Software maintenance contracts of \$408,243 are included as part of the \$522,143 budgeted for Operating Expenses, noted above.
- The Application Systems Division will pay a management fee to the General Fund of \$26,450 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

SUPPORT SERVICES

Mission

Provide on-site and remote customer service and support for network infrastructure, data center services, computer hardware & software for City-wide network including moves, adds, and changes, systems upgrades, project management, procurement, inventory control, and 24/7/365 critical systems support.

Major Accomplishments

- Standardized City-wide desktop services that include MS Operating System and MS Office Suite.
- Inventoried IT equipment that was procured, but not put into production, then planned the implementation of this equipment to be utilized to upgrade the City network infrastructure. This affected City Hall, Old City Hall, Fire Station #2, Public Works Yard, ACE, and RCPA. The equipment provided the ability to remotely manage these locations while increasing capacity by over 100%.
- Upgraded Federal links to be compatible with standardized police force Windows platform.
- Implemented asset tracking for City-wide media and networked equipment.
- Documented IT departmental Project Management methodology to ensure projects are professionally managed from initial conception to final documentation and support.
- Replaced end-of-life SAN with expandable state-of-the-art intelligent managed EMC/DELL SAN.
- Brought Parks Maintenance on to the City's network
- Upgraded Property Management to network grade connection.
- Upgraded Log Cabin's network and infrastructure.
- Brought North Shore Youth Center on to the City's infrastructure.

- Implemented new or upgrade network equipment and software for, Permits Plus, Cogsdale, Hand Held, Police Mobile Computing, SIU, ZEN Servers for all 256K Frame links.
- Standardized and stabilized PSCU network.

Goals and Objectives

- Enhance IT's "Customer Service" commitment by implementing new services.
- Implement Network Management Services for City-wide infrastructure to include trouble notification reporting.
- Continue the requirements, definition, evaluation, software/hardware selection, and implementation of funded IT projects.
- Implement storage management for SAN services.
- Complete City-wide VLAN and Routing to segment network traffic and enhance network monitoring, performance, and trouble isolation.
- Redesign and rebuild City's Data Center and PSCU on new power, uninterruptible power supplies, and grounding to better stabilize the environment.
- Finalize strategy with City Management including CIP to enhance infrastructure performance by implementing City-owned fiber optic outside plant and phasing out BellSouth lease payments for same.
- Build an IT specialist team in response to homeland security guidelines in order to enhance access and support of Federal and state crime systems.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Request for Support	3900	4300	4413	4413

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 632,310	\$ 680,582	\$ 1,036,255	\$ 982,534	\$ 1,152,182
Operating Expenses	483,248	543,728	582,187	606,537	654,819
Internal Services	88,502	119,708	96,934	110,916	156,731
Capital	970,272	821,074	1,510,000	678,976	808,000
Total	\$ 2,174,332	\$ 2,165,092	\$ 3,225,376	\$ 2,378,963	\$ 2,771,732
Budgeted Positions	12	11	15		15.5

Budget Highlights

- The budget of \$808,000 in Capital includes: \$638,000 for the replacement of network and storage equipment, and \$170,000 for refurbishing the computer center. The replacement schedule of desktop computers will be extended for one year, resulting in a reduction of depreciation expense of \$441,361 (as noted in Telecommunications section).
- This budget includes \$524,780 for contract maintenance agreements which provide software upgrades for the computer network of over 800 computers. This represents 80% of the \$654,819 in operating expense budget, noted above.
- Salaries & Benefits of \$1,152,182 is being proposed for a staff of 15 IT professionals to support the City's network of computer systems, and 50% of the City's Chief Financial Officer, who is overseeing the Information Technology Department.
- The Systems Support Division will pay a management fee to the General Fund of \$26,450 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

TELECOMMUNICATIONS

Mission

The Telecommunications & Technical Services Division exists to train, consult, and provide integrated communications solutions to City Departments. To achieve these objectives the most effective information resources and technologies are brought together to enable delivering the highest quality systems at a reasonable cost. Striving to please City customers and exceed their expectations is achieved by providing a comprehensive array of innovative communication services in an effective, efficient, courteous, customer-friendly manner.

Major Accomplishments

- Completed the Building Department Phase II IVR System.
- Completed the modification of the Answer Center IVR to interface with Internet. This involved coordinating the design and development with this department.
- Completed the modification of the Parking Department IVR application to streamline customer access to department.
- Completed the TCPIP interface to connect the IVR to the City's databases via the E-Government Web applications.
- Begin implementation process for the new 800 MHz Digital Smartzone Simulcast Public Safety Radio System.
- Completed the analysis and evaluations of the Motorola and M/A COM's proposals for City Manager's office.
- Assisted the City Manager's Evaluation Committee with technical evaluation for the new 800 MHz Digital Smartzone Simulcast Public Safety Radio System Project.
- Completed the telecommunications wiring for the Bayshore Golf Course Club House and North Shore Park Youth Center.
- Replaced the telephone system for the following departments; Property Management, NESS, and Log Cabin with a Siemens Remote Shelf.

- Completed the installation of the new Siemens Remote Shelf telephone system for the North Shore Youth Center.
- Installed thirty-two (32) hours of additional disk space and expanded the voicemail box capacity for all City Phone Mail users.
- Installed Phone Mail Plus software which enables performing periodic “housekeeping” or deletion of saved voice mail messages, i.e., all messages over sixty (60) days old.
- Installed a new 256K Frame Relay Circuit at Parks Maintenance facility to connect to the City’s Wide Area Network.
- Installed a new 256K Frame Relay Circuit at Log Cabin facility to connect to the City’s Wide Area Network.
- Installed NMLI circuits at City Hall and Police Facilities to ensure backup to the City’s Gigabit Wide Area Network.
- Voice Over IP: Installation of 3 new IPDA shelves and the Hipath 4000 Installation at City Hall.

Goals and Objectives

- Enhance three (3) existing IVR applications and develop three (3) new IVR applications.
- Install the REVERSE 911 Citizen Notification System.
- Implement the Windows 2000 Upgrade for the IVR.
- Finalize the Change Order for the Motorola, Inc. Contract for the 800 MHz Digital Smartzone Simulcast Public Safety Radio System.
- Finalize the radio site selection for the implementation process of the new 800 MHz Digital Smartzone Simulcast Public Safety Radio System.
- Process paperwork for FCC approval of the new 800MHz Digital Smartzone Simulcast Public Safety Radio System radio sites.
- Complete Phase II of the Voice over Internet Protocol (VoIP) Project which involves installation of Siemens VoIP Shelf and phones at five (5) remote sites.
- Install a new Siemens VoIP Shelf for the new Beach Patrol telephone system.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Incidents	1500	1517	1600	1600
Request for Service	75	79	100	100

*2002/2003 Actuals exclude Network and Support Incidents and Request for Service.

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 760,527	\$ 906,879	\$ 614,385	\$ 579,035	\$ 683,154
Operating Expenses	1,818,027	1,852,132	1,691,153	1,488,852	1,844,655
Renewal & Replacement	2,259,872	1,090,232	1,527,150	780,976	1,085,789
Internal Services	403,832	492,243	561,780	483,254	442,223
Capital	344,843	834,206	472,000	176,007	527,000
Debt Service	27,994	14,613	190,000	42,290	249,426
Total	\$ 5,615,095	\$ 5,190,305	\$ 5,056,468	\$ 3,550,414	\$ 4,832,247
Budgeted Positions	10	11	7		7

Budget Highlights

- This budget provides \$527,000 in Capital for phone system upgrades, including the Voice Over-IP project which will provide long term savings by reducing traditional telephone lines.
- Renewal & Replacement funds of \$1,085,789 is being provided to support the IT Fund's equipment and system replacement program. This represents a budget reduction of \$441,361 from FY 03/04 due to the postponement of desktop computer replacements for one year. Effectively, the life-cycle will be extended for one year in order to accommodate this expenditure reduction.

- Salaries & Benefits of \$683,154 is included for a staff of seven (7) IT professionals to support the City's radio, phone, and computer communications systems.
- The Telecommunications Division will pay a management fee to the General Fund of \$26,450 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

Budget History

FY 03/04

Application Systems

- This budget reflects the transfer of one (1) Information Technology Specialist III and two (2) Information Technology Specialist II positions (with salaries of \$163,436) from the Police Technical Services Division. The salary transfer will be incorporated into the Internal Service charge to Police Technical Services, with the exception of four (4) months pay of one (1) Information Technology Specialist II which will be paid via the Law Enforcement Trust Fund.
- The budget includes capital funds of \$545,000 for upgrades to the following systems:
 - Human Resources/Payroll: \$ 110,000
 - Permits Plus \$ 60,000
 - Utility Billing \$ 25,000
 - Financial \$ 100,000
 - Permits/Handheld \$ 250,000
 - Another \$6,000 is also included in capital to purchase 5 new computers, for a total of \$551,000.
- An increase of \$146,800 in Contract Maintenance expense is included to provide a full year of software maintenance and support for the Computer Aided Dispatch and Records Management System (CAD/RMS), where only a partial payment was made for FY 02/03 because the contract was initiated July 1, 2003.

Support Services

- Salaries & Benefits of \$1,036,255 provides for a staff of fifteen (15) IT professionals to support the City's network of computer systems.

- This budget reflects the transfer of four (4) Network Administrators to the IT Support Services Section from Communications. The increase of \$449,532 in salary and benefits reflects this transfer as well as projected increases for health/ life insurance, COLA's and Merits.
- The budget of \$1,510,000 in Capital includes: \$1,260,000 for the replacement of servers, computers, printers, and other equipment, \$200,000 for refurbishing the computer room, and \$50,000 for furniture for the training room.
- This budget includes \$448,948 for contract maintenance agreements which provide software upgrades for the computer network of over 800 computers.

Telecommunications

- The City initiated the purchase of a new radio system in FY 02/03 at a contracted cost \$4,850,000. It is estimated that the implementation will take place over two fiscal periods. As such, it is anticipated that the City's FY 03/04 Capital Budget will include 50% (\$2,425,000) of the total for this project.
- This budget provides \$472,000 in Capital for phone system upgrades.
- Renewal & Replacement funds of \$1,527,150 is being provided to support the IT Fund's equipment and system replacement program.
- Salaries & Benefits of \$614,385 provides for a staff of seven (7) IT professionals to support the City's radio, phone, and computer communications systems.
- This budget reflects the transfer of four (4) Network Administrators to the IT Support Services Section. The decrease of \$252,114 in salary and benefits reflects this transfer as well as projected increases for health/ life insurance, COLA's and Merits.
- This budget reflects the transfer of \$192,000 for Nextel radio/phone devices to the telephone budgets for the operating departments throughout the City.

FY 02/03

Application Systems

- The budget includes capital funds of \$745,000 for enhancements/upgrades to the following systems:
 - Human Resources/Payroll: \$200,000
 - Permits (Land Management) \$100,000
 - Permits (Net) \$ 50,000

- | | |
|------------------------|-----------|
| ▪ Utility Billing | \$ 25,000 |
| ▪ Financial | \$200,000 |
| ▪ Public Works | \$ 20,000 |
| ▪ Resort Tax | \$ 50,000 |
| ▪ Inspections/Handheld | \$100,000 |
- Another \$6,000 is also included in capital to purchase 5 new computers, for a total of \$751,000.
 - An increase of \$72,480 in Contract Maintenance expense is included for the recently implemented Computer Aided Dispatch and Records Management System (CAD/RMS). Additionally, an Information Technology Specialist position is included in the Police Department's budget with funding (\$55,854) from the Law Enforcement Trust Fund (LETF).

Support Services

- The budget for Support Services includes \$860,000 in Capital which is made up of \$700,000 for the replacement of computers and printers, \$110,000 for a computer training room, and \$50,000 for furniture for the training room.
- This budget includes a request for \$238,560 in contract maintenance expense to accommodate software support and upgrades for the computer network of approximately 800 computers.

Telecommunications

- In the City's FY 02/03 Capital Budget, funding of \$3,275,000 will be provided for a new radio system.
- Renewal & Replacement funds of \$1,874,626 are being provided to support the IT Fund's equipment and system replacement program.
- Salaries & Benefits of \$883,303 provides for a staff of eleven (11) IT professionals to support the City's radio, phone, and computer communications systems, including one Information Technology Specialist III position transferred from the Support division. The total increase of \$206,747 includes the salary and benefits for the Information Technology Specialist III as well as projected increases for health & life insurance, COLA's and Merits.

FY 01/02

Application Systems

- This budget provides funding for 5 new Information Technology Specialists who will support and enhance the City's software applications. The funding increase in

Salaries & Benefits associated with this increased service level is \$228,562, which is 80% of the total increase in Salaries & Benefits of \$289,646 for this division. The balance of the increase in Salaries & Benefits is due primarily to anticipated Health Insurance, Merit and COLA adjustments.

- This budget also reflects split funding of the IT Director and an Administrative Secretary within all three (3) divisions of Information Technology.
- The budget also includes capital funds of \$755,000 which includes \$10,000 for PC's for the new IT Specialists and enhancements/upgrades to the following systems:
 - Human Resources/Payroll: \$200,000
 - Permits (Land Management) \$200,000
 - Utility Billing \$ 25,000
 - Financial \$ 50,000
 - Public Works \$ 20,000
 - Resort Tax \$ 50,000
 - Desktop/Handheld \$200,000

Support Services

- This budget provides funding for replacement of Uninterruptible Power Suppliers (\$100,000), Desktop and Laptop Computers (\$470,000), and Database Servers (\$100,000); also, upgrades for Internet & Remote Access Hardware (\$50,000), a Mass Array Storage System (\$125,000), one new PC (\$2,000) and office renovations (\$110,000) are provided for a total of \$957,000.
- An additional \$320,000 is being provided in the City's Capital Budget Request for FY 01/02. These funds are for replacement of large computer systems (\$300,000) and one (1) Cargo Van (\$20,000) for transporting equipment.
- This budget also provides for the addition of an Office Associate III to assist with record-keeping and provide clerical support. Salaries & Benefits for this position are \$27,025. A new PC with software (\$2,000) for this new position, is being provided in the capital budget mentioned above.
- This budget also reflects split funding of the IT Director and an Administrative Secretary within all three (3) divisions of Information Technology, in addition to the transfer of three (3) Network Administrators to Telecommunications & Technical Services. The total of \$557,765 in Salaries & Benefits noted above, provides for a staff of nine (9) IT professionals, including a Support Services Manager, two (2) Computer Operators, six (6) IT Specialists, in addition to the new Office Associate, Director and Secretary as mentioned above, who provide computer systems support services.

Telecommunications

- In the City's FY 01/02 Capital Budget request, \$3,532,500 is being provided for large capital equipment, including a new radio system (\$3,287,500), and phone/computer system upgrades (\$245,000). Of this total, an equipment loan will be used to fund \$3,287,500 and the remainder, or \$245,000, will be funded from Retained Earnings.
- In addition, this budget includes \$165,000 in capital funds for Network Server Equipment, and \$133,634 for phone system upgrades to provide enhanced customer service (Interactive Voice Response) for Building and Civicall. In order to provide long term software support for the new and upgraded phone system, an Information Technology Specialist III position is being provided for in this budget, at an associated cost of \$46,368 in Salaries & Benefits.
- The total of \$686,454 in Salaries & Benefits noted above, provides for a staff of ten (10) IT professionals to support the City's radio, phone, and computer communications systems. The budget increase of \$336,459 reflects, in addition to the new position already noted, a transfer of three (3) Network Administrator positions from Support Services within IT, where the positions have been reduced. This budget also reflects split funding of the IT Director and an Administrative Secretary within all three (3) divisions of Information Technology.
- Renewal & Replacement funds of \$1,874,626 is being provided to support the IT Fund's equipment and system replacement program.
- Of the total \$1,989,252 in Operating Expenses being provided, \$803,700 is to support the City's telephone services; \$379,360 is for radio and phone system maintenance contracts; \$62,115 is for leases of two (2) radio antenna sites and City pagers used by many of the City's departments; \$46,900 for repairs/maintenance; \$54,000 for travel and training; \$87,500 is for system maintenance contracts; \$25,000 is for technical consulting services; \$97,000 is provided for travel and training of IT and other City staff to improve their knowledge base in City applications; and other operating expenses totaling \$433,677.

FY 00/01

Telecommunications

- The Information Technology Division provides all data base management, programming, system development/design, and computer operations support, as well as radio and phone system administration for the City. The budget provides for the addition of two Information Technology Specialists and a Network Administrator (\$205,924) to assist with the migration of new hardware, software, radio, and

telecommunications systems. Financing of \$4,040,741 is being obtained through the Florida Municipal Loan Program for the following: provide for the procurement of a new radio system (\$3,262,500 for first of two years), upgrade to an automated phone system (\$424,000), and the acquisition of web-application software to enable the City to implement an on-line permit system (\$384,241). Principal and interest payments totaling \$296,200 have been budgeted for the first year of the program. In addition, IT will provide for upgrades of computer applications, devices and networks (\$1,820,000).

OFFICE OF BUDGET & PERFORMANCE IMPROVEMENT

Mission

The Office of Budget and Performance Improvement (OBPI) facilitates maximization and allocation of resources to achieve measurable results responsive to community needs.

Major Accomplishments

Internal Audit (General Fund)

- Test inventory counts for four areas of the City for external auditors.
- Perform audits on parking areas of Boat Show Parking, On Street and Off Street Parking.
- Complete eight monitoring reviews of meter parking providing immediate feedback on areas which needed corrective action.
- Complete annual audits of State Beachfront Management Agreement, Federal Forfeited Funds, and Cultural Arts Council.
- Complete special project reviews and/or audits of Election expenses, Police Safety Command Unit Overtime Analysis, Pelican Parking Garage.
- Complete internal audits on, Human Resources, Waste Franchise Contractors, Police Evidence Unit, Computer Sales.

Internal Audit (Resort Tax)

- It is projected to complete 280 resort tax audits of Miami Beach Businesses consisting of about 60% monthly filers and 40% annual filers. Total assessments collected Fiscal Year 03/04 to date (as of 3/31/2004) for all previous audits amounted to \$204,481.
- Due to the phase out of audits for telecommunication audits, it is projected to complete 3 audits of Miami Beach hotel/motels for telecommunication taxes. Total assessments collected Fiscal Year 03/04 to date (as of 3/31/2004) for all previous audits amounted to \$5,937.

- Obtained RISE Level II agreement with the State of Florida to share audit information.

Management & Budget

- The FY 02/03 and FY 03/04 Adopted Budgets have attained the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA). We expect to get the award again this year.
- Three members of the Budget staff have achieved status as Certified Government Finance Officers.

Grants Management

- Applied for State, County, Federal and Private grant funding in the amount of \$5,145,000.
- Successfully awarded grants in the amount of \$1,186,464. This is particularly noteworthy, since many previously funded State and Federal grant programs, did not receive or award any funding this fiscal year. Similarly, programs such as Land and Water Conservation Fund and Cultural Facilities have had significant funding cuts this fiscal year.
- Managed 90 active grants totaling in excess of \$15,000,000.
- Applied for 7 Awards for the City.
- Established the Grants Management website on the City's Intranet.
- Established grants legislative priorities during meetings held with the City's Federal Lobbyists and prepared funding packages for funding for the City's Art Deco District Restoration.
- Conducted 12 formal presentations to funding sources on behalf of the City.
- Staffed one Committee (Commission on the Status of Women), including six meetings and two public events.
- Improved internal administrative processes, including coordination with the City's lobbyists on funding issues.
- Tracked Federal funding as related to Homeland Security.
- Participated as a Board Member of the National Grants Management Association.

- Served as a Grants Panelist on Miami-Dade County Grants Programs.

Goals, Objectives And Supporting Tasks

Goal: Be responsive to change and internal/external customers

Objectives

- Increase satisfaction with service delivery across various community groups (residents, businesses, visitors)

Supporting Tasks and Activities

1. Conduct external and internal customer satisfaction focus groups and surveys in various customer groups (residents, businesses, visitors, internal service users) to provide baseline information for improvement and provide input for developing annual action plans (Administration)
2. Collect ongoing indicators of customer service through Secret Shopper interventions, after contact surveys and complaint monitoring (OBPI)
3. Enhance the budget process through greater Commission and community input in the development of the proposed operating budget at an earlier stage (Management and Budget)

Goal: Align resources and services with community priorities

Objectives

- Continually improve alignment of the City's vision and 5-year plan and measurable key intended outcomes.
- Maximize allocation of resources in the proposed operating and capital budgets to key intended outcomes identified through community input and the elected officials within associated timelines
- Ensure 100% of management staff are fully oriented to how their individual measurable objectives support their department business plan and through that the City's key intended outcomes
- Continually improve GFOA scores for the policy document and operations guide components of the Final Adopted Budget Book

- Continually increase the percent of City Staff who understand the city's mission, values, community priorities (key intended outcomes), and their department and individual roles in achieving these priorities
- Improve skill levels throughout the organization to achieve key intended outcomes, including related efficiency and effectiveness improvements

Supporting Tasks and Activities

1. Work with elected Officials, Executive staff and Department through retreats, facilitated sessions, training programs, etc. to refine the City's performance excellence framework and enhance alignment between the vision and five-year plan, key intended outcomes, department and individual action plans and the budget (Administration, Organizational Development, and Budget)
 - a) Develop a comprehensive training program for organizational development in support of the performance excellence framework, including a linked customer service component
 - b) Make available 100 percent of citywide training programs on the intranet at least three weeks prior to the workshop dates
 - c) Develop and implement a structured process for soliciting feedback and improving the training content
2. Comply with F.S.S. 200.065 (commonly referred to as TRIM) for Annual Budget Preparations (Management and Budget).
 - a) Begin the annual budget development cycle for Fiscal Year (FY) 2005/2006 in December 2004.
 - b) Conduct citywide budget workshops for department directors during January 2005.
 - c) Prepare and present a proposed operating budget for FY 2005/2006 by July, 2005.
 - d) Adopt a final operating budget for FY 2005/2006 by September 30, 2005
3. Refine the format of the final adopted budget book to provide enhanced information of resources allocated to the key intended outcomes (Management and Budget)
 - a) Publish a FY 2004/2005 Adopted Budget Book by December 31, 2004 in a form that is as comprehensive and informative for the public as possible.

- b) Submit the FY 2004/2005 Adopted Budget Book to the Governmental Finance Officers Association (GFOA) as an entrant in its Distinguished Budget Presentation Award.
- 4. Assist the Finance Department with capital programming in alignment with identified key intended outcomes (Management and Budget)
 - a) Assist the Finance Department with the 5-year Capital Improvement Program by including the requests for capital improvements as a part of each department's budget request and in alignment with identified key intended outcomes
 - b) Assist the Finance Department in identifying sources of funding for the capital improvement projects being proposed.
- 5. Coordinate the internal review of department priorities and needs, to enhance financial resources for unfunded city initiatives and research and identify funding opportunities to leverage city funds with private, county, state and federal programs to align city services to the community's expectations (Grants)

Goal: Ensure financial stability now and in the future

Objectives

- Maximize dollars received by the City as part of revenue enhancement activities to \$2,000,000 in grant funds in FY 2005
- Maximize number of new grant awards received by the City
- Provide timely information on new grant opportunities to departments within five (5) business days of receipt
- Maintain an emergency contingency reserve of at least 11% of the City's operating budget consistent with City ordinance
- Develop and maintain a stable source of funding for replacement, repair and maintenance of the City's assets
- Disseminate quarterly budget projections within 45 days of the close of each quarter
- Disseminate year-end budget performance within 45 days of the close of the year
- Update the City's five year financial plan by the fall of each year
- Continually improve GFOA scores for the financial plan component of the Final Adopted Budget Book

Supporting Tasks and Activities

1. Adhere to City Charter, Resolution No. 94-21258, and LTC 162-1994 which stipulate reporting requirements to be followed with regards to maintaining a balanced budget (Management and Budget)
2. Perform quarterly revenue and expense reviews within 45 working days from the close of each fiscal quarter and report findings to the City Commission; recommend budget amendments as necessary (Management and Budget)
3. Summarize year-end performance within 45 days from year-end closing in a report comparing actual revenues and expenses to appropriations by fund; recommend budget amendments as necessary (Management and Budget).
4. Update and keep the Commission abreast of the 5-year operating budget revenue and expense projections by the fall of each year (Management and Budget)
5. Manage the grants process, including identification, application and contract management, utilizing nationally recognized grants management best practices (Grants)
6. Maintain a centralized grant writing system and/or provide technical assistance to departments, as needed. (Grants)
7. Become more proficient in auditing by using City's new enterprise software in streamlining our audit testing processes. (Audit)
8. Inspect records of City's businesses to ensure compliance to resort tax ordinances to maximize revenues collected to properly fund citywide initiatives (Audit)

Goal: Measure our performance, continuously improve and be accountable for performance

Objectives

- Maintain performance measures for 100% of the key intended outcomes identified Citywide – key performance indicators (KPIs)
- Improve linkages between KPIs and other supporting performance information collected by the City

- Facilitate performance improvement initiatives with other departments to improve efficiency and effectiveness of key intended outcomes
- Increase employee participation in improvement processes
- Maximize integrity of all performance data reported
- Ensure community awareness regarding priorities addressed, resource alignment, and results achieved

Supporting Tasks and Activities

1. Assist City departments in the establishment of specific key performance indicators (KPIs) tied to citywide key intended outcomes (Administration and Audit)
2. Work with City Departments to identify linkages between citywide KPIs and supporting department performance measures, including in-process measures (Administration and Audit)
3. Evaluate the effectiveness and accuracy of selected City departments' systems for collecting measurement data supporting their departmental performance measures. (Audit)
4. Use performance results and comparative data to identify areas for potential improvement in alignment with key intended outcomes (Audit)
5. Work with interdepartmental teams on performance improvement processes identified areas (Administration and Organizational Development)
6. Develop a structured recognition process to increase employee motivation in providing good customer service and in identifying approaches for performance improvement (Organizational Development)
7. In performing internal audits, identify areas in need of performance improvement and work with users to generate practical solutions. (Audit)
8. Become more proficient in auditing by using City's new enterprise software in streamlining our audit testing processes. (Audit)
9. Disseminate performance results to the community at least once per year (Audit)

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Internal Audits	18	19	18	18
Parking Audits	2	2	4	4
Parking Monitoring	2	5	8	10
Follow up Audits	5	2	4	4
Non-Profit agencies	-	-	4	-
Resort Tax Audits	340	310	280	305
Telecom Tax Audits	28	31	3*	N/A*

Note * - Audits of telecommunication tax were phased out by the City since the responsibility of collecting and auditing this tax was transferred over to the State of Florida effective 10/1/2001.

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
TRIM Compliance	100%	100%	100%	100%
Review of Departmental Budgets	30	44	44	44
Review Agenda items for account and funding availability	N/A	200	200	200
Budget Advisory Committee Meetings	20	20	20	20
Applied For Grants	\$18,267,556	\$13,763,434	\$7,500,000	\$9,000,000
Awarded Grants	\$6,109,633	\$ 2,529,270	\$1,800,000	\$3,000,000
New Grants Applied For (#)	20	56	60	60
Monitored Grants	n/a	125	201	210
Conducted Training For City Employees (#)	N/A	53	70	70

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Grant Opportunities Listed on Database (#)	0	301	350	386
Conducted Formal Presentations to Funding Agencies	N/A	15	17	20

Departmental Financial Summary

Expenditure Area

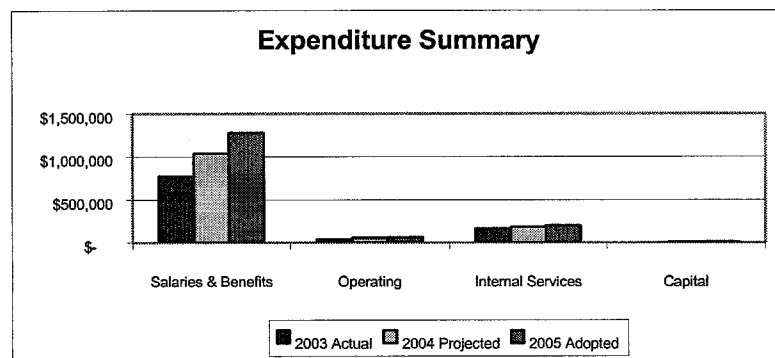
General Fund	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
OBPI-Admin/Org Dev	\$ 0	\$ 0	\$ 130,197	\$ 202,273	\$ 408,700
Internal Audit (GF)	337,181	307,892	319,328	325,609	327,474
Mgmt & Budget	463,460	517,482	666,514	573,200	623,795
Grants Mgmt	126,327	147,134	176,225	179,630	189,084
Total	\$ 926,968	\$ 972,508	\$ 1,292,264	\$ 1,280,712	\$ 1,549,053

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 740,758	\$ 773,175	\$ 1,054,587	\$ 1,039,207	\$ 1,280,105
Operating	16,960	36,394	53,546	53,918	59,540
Internal Services	169,250	162,939	184,131	182,679	201,208
Capital	0	0	0	4,908	8,200

Total	\$ 926,968	\$ 972,508	\$ 1,292,264	\$ 1,280,712	\$ 1,549,053
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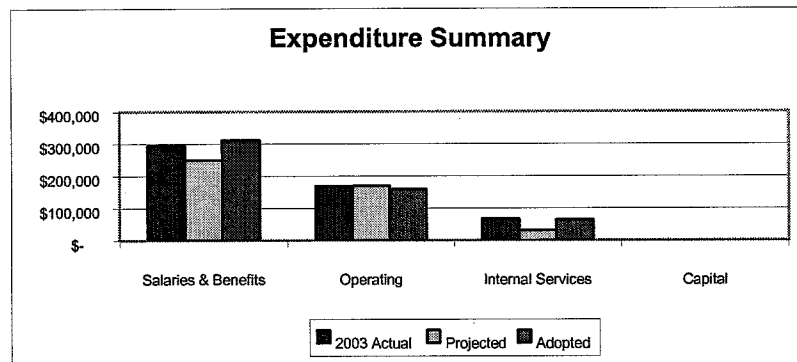
Budgeted Positions

General Fund	12	12	13		15
Resort Tax	5	5	4		4
Parking Fund	1	1	1		1
Sanitation Fund	0	0	0		0.5
Total Budgeted Positions	18	18	18		20.5



**Resort Tax Fund
Expenditure Area**

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 278,077	\$ 294,912	\$ 261,208	\$ 248,878	\$ 310,775
Operating	169,474	167,643	175,850	169,127	158,425
Internal Services	40,171	66,552	66,794	30,957	63,210
Capital	0	0	0	0	0
Total	\$ 487,722	\$ 529,107	\$ 503,852	\$ 448,962	\$ 532,410
Budgeted Positions	5	5	4		4



Budget Highlights

- An Office Associate V position has been created at a cost of \$60,253 to provide clerical support to the OBPI Director.
- A part time Field Agent position funded by the Sanitation Department and reporting to the Internal Audit Division has been created to enhance monitoring of franchise fees, roll-off fees, right-of-way fees, etc. The \$24,888 cost of this position will be completely offset by an equal increase in revenues generated by the Sanitation Department.
- This budget will fund \$86,815 for an Information Systems Analyst for Performance Improvement. This position will work first with the Building Department on maximizing the performance of software applications including the permitting system, handheld computers, interactive voice response system, and the new queuing system for walk throughs.
- A vacant Organization & Training Coordinator in OBPI Administration position has been deferred at a savings of \$62,540.

- The Internal Audit Division (GF) will defer a Sr. Internal Auditor position for 24 weeks once it becomes vacant for a savings of \$19,766.
- The Internal Audit Division (RTX) has decreased professional services of outside auditors by \$20,325.

Departmental Budget History

FY 03/04

- The Office of Budget and Performance Improvement was created in January of 2004. It consists of the former Grants Management Department, Internal Audit Department, Office of Management & Budget and 2 training positions formerly from the Human Resources Department. Each of these divisions has divisional and departmental responsibilities tied to citywide goals and objectives.

Internal Audit

- This budget provides funding for 2.75 positions. (The Internal Auditor and Assistant Internal Auditor whose time is charged at 75% to the General Fund and 25% to the Resort Tax Fund; a receptionist whose time is charged 25% to the Internal Audit General Fund, 50% to the Internal Audit Resort Tax Division, and 25% to the Office of Management and Budget; and 1 Auditor position fully charged to the General Fund). In addition, the Parking Department provides funding for one auditor position to perform year-long audits of the parking system. Savings of \$71,478 were achieved by eliminating General Fund funding of 1 Auditor position and using Parking Funds instead.
- This budget includes funding (\$120,000) for two outside auditing firms.
Internal Audit/Resort Tax
- This budget provides funding for 4 positions. (The Internal Auditor and Assistant Internal Auditor whose time is charged at 75% to the General Fund and 25% to the Resort Tax Fund; a receptionist whose time is charged 25% to the Internal Audit General Fund, 50% to the Internal Audit Resort Tax Division, and 25% to the Office of Management and Budget; and 3 Auditor positions fully charged to the Resort Tax Fund.) Savings of \$66,196 were achieved by eliminating 1 Auditor position. Additional savings of \$30,240 were achieved by reducing operating costs.

Management & Budget

- This budget includes funding to fill the Director of Management & Budget.

- Merit, COLA, and insurance increases for 6.25 positions are included in this budget. Also, additional funding in the amount of \$1,000 is provided for outside storage of records.
- This budget provides funding for 6 positions and a receptionist whose time is charged 25% to this department and the remaining 75% is shared between Internal Audit General Fund and Resort Tax Divisions.

Grants

- This budget provides funding for merit, COLA, pension, and increases for 2 positions.

FY 02/03

Internal Audit

- This budget included funding of \$150,000 for two outside auditing firms

Office of Management & Budget

- This budget includes funding to fill Director of Management & Budget position in the beginning of the second quarter.
- This budget includes \$1,000 for outside storage of records.

Grants

- A vacant position was deferred resulting in a savings of \$51,000.

FY 01/02

Internal Audit

- This budget includes funding (\$175,000) for two outside auditing firms.
- This budget provides funding for 5 positions. (The Internal Auditor and Assistant Internal Auditor whose time is charged at 75% to the General Fund and 25% to the Resort Tax Fund; a receptionist whose time is charged 25% to the Internal Audit General Fund, 50% to the Internal Audit Resort Tax Division, and 25% to the Office of Management & Budget; and 4 Auditor positions fully charged to the Resort Tax Fund.)

Management & Budget

- This budget included net funding of \$45,000 for new Director of Management & Budget position and elimination of vacant Management & Budget Analyst position. Hiring was deferred due to economic conditions pursuant to the events of September 11, 2001.
- Additional funding in the amount of \$5,343 was provided for travel and training with the goal of staff attaining certification under the Certified Government Finance Officers (CGFO) program. Three staff members obtained certificates.

Grants

- The Office of Grants Management was established in order to coordinate resources and efforts of three (3) different City departments/offices already performing Grant research and writing. Grant compliance and all financial grant aspects are managed by the Grants Compliance Officer in the Finance Department.
- The budget provided funding for 3 positions, as follows: 1 Special Projects Coordinator and 2 Grants Writer/Researcher positions. All three (3) of these positions were transferred from other City departments, where they were previously funded (Community Development, City Manager's Office and Children's Affairs).

FY 00/01

Internal Audit

- Reclassification of one Senior Auditor to Assistant Internal Auditor with a net decrease to the General Fund to be funded by the Resort Tax Fund.
- This budget includes funding for four Resort Tax Auditors and two outside auditing firms.

FY 99/00

Internal Audit

- Funding for a newly created auditor position to perform year-long audits of the Parking Department will administratively report to Internal Audit and be funded by the Parking Department (\$39,000).

HUMAN RESOURCES

Mission

The Human Resources Department's mission is to promote the City of Miami Beach as an employer of choice by offering competitive salaries, benefits, and employee educational opportunities.

Major Accomplishments

- Maintained program to process, deliver, and monitor supplemental military pay for employees called to active duty
- Implemented and continued to streamline a strategic biweekly process to ensure employees do not exceed the maximum salaries to include biweekly review of the Maximum Report and review of the XLA Salary Change Report
- Processed Executive Level Benefits Statements, salary increases and retro salary adjustments within the targeted pay period
- Continuously updated and maintained Executive Benefits Spreadsheet for sixty two (62) Executive Employees
- Partnered with Information Technology to process Cost of Living Adjustment increases and Bargaining agreement provisions for Union bargaining employees of AFSCME, GSA, IAFF, and FOP; and for OTHERS and UNCLASSIFIED employees within the targeted pay period - including preparation of the appropriate Ordinance amendments needed for implementation
- Streamlined the process for Parks & Recreation Employee status changes
- Implemented PERC Agreement in conjunction with GSA to create, change or remove certain positions from the Others category
- Streamlined Tuition Assistance Program to reduce amount of documentation required by employee and visits to Human Resources

- Continued to streamline and improve the monthly Performance Evaluation Status Report. Processed all evaluations on a timely basis, with no existing backlog on the processing
- Processed 332 Sick Leave Buy Back payments
- Processed 60 Perfect Attendance Bonus payments
- Implemented a log process for documenting records request calls and scheduled weekly assignments for Compensation Team members to respond to customers expeditiously
- Implemented an automated process for documenting personnel records for shipment to Data Storage and retrieval
- Developed new Hours, Earnings and Deductions Codes and procedures for:
 1. Internal Audit – Leave Adjustment
 2. Union Leave for AFSCME, CWA, GSA, FOP and IAFF
 3. Holiday Bonus
- Enhanced Student Internship Program (SIP) in an effort to increase student (community) involvement and provide CMB with a year round source of highly motivated pre-professionals
- Reduced employment selection processing time from departments
- Reviewed employment testing materials and implemented appropriate enhancements
- Reviewed Background Check process and criteria, and implemented appropriate enhancements
- Implemented an Applicant Pool System which allowed all applicants the opportunity to apply at any time throughout the year
- Began review of HR policies and revised where needed
- Conducted informational session with each department to solicit suggestions for process and service improvements
- Conducted Orientation, Performance Management and Selection Interview Training throughout the year.

- Processed 20 disciplinary actions.
- Processed 13 EEOC complaints
- Conducted 32 position audits.

Goals And Objectives

- Promote the City of Miami Beach as an employer of choice through activities such as:
 1. Have CMB "host" Career Fairs
 2. Increase the number of qualified applicants for each position from 10 to 15
 3. Implement television advertising as an additional resource in attracting the most qualified employment applicants
- Ensure that the City has an employee classification and compensation system which internally fair and externally competitive through activities such as:
 1. Partner with the Finance and Information Technology Department to research, select, implement, and train employees on the use of a new employee payroll and database and streamline our current processes to enhance customer service.
 2. Prepare, process and maintain all salary and leave changes according to City Ordinances, Union Contracts, and Human Resources Department policies and procedures for all employees - disseminate information relative to such data upon demand
- Improve records management process to streamline and improve customer service through activities such as:
 1. Implement the new Applicant Tracking System (A.T.S.)
 2. Research and implement electronic file storage and retrieval system, to easy filing and retrieval functions and quicken response time
 3. Organize and standardize the layout and order of documents in personnel files to facilitate research and document retention and retrieval
- Provide management, supervisors, employees, and Personnel Board Members with counseling and recommendations regarding City policies, Civil Service rules and

regulations, and to oversee the implementation of recommendations through activities such as:

1. Provide retraining to all Payroll Coordinators

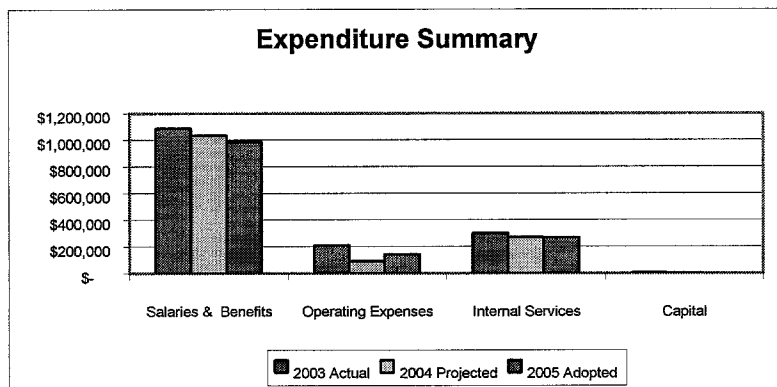
Performance Measurements

	2003 Actual	2004 Projected	2005 Estimated
Applicants	7,421	8,905	10,686
Applicants Tested	2,098	2,900	2,990
Hires	260	364	328
Promotions	79	108	80
Training Attendance	1,600	1,924	1,990
Training Courses	120	120	120
Employees	1,837	1,845	1,900
Backgrounds	392	392	392

* This information is based on Calendar year.

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 991,537	\$ 1,086,248	\$ 952,727	\$ 1,032,986	\$ 986,820
Operating Expenses	211,226	209,913	146,244	90,197	139,338
Internal Services	315,856	299,466	273,435	268,154	267,821
Capital	920	4,211	0	3,373	0
Total	\$ 1,519,539	\$ 1,599,838	\$ 1,372,406	\$ 1,394,710	\$ 1,393,979
Budgeted Positions	14.7	19.2	15.6		15.6



Budget Highlights

- This budget reflects the transfer of the City's Organizational Development function, with two (2) training positions and a budget for FY 03/04 of \$130,197, to a separate division. The new division is called Administration & Organizational Development, and is part of the new Office of Budget and Performance Improvement.
- This budget provides for Salaries & Benefits of \$986,820 to support a staff of 16 HR professionals (15.6 FTE's) who provide essential services of processing applicants, employee: hires, transfers, promotions, terminations and/or retirements.
- This budget also includes a realignment of administrative functions with the elimination of the Human Resource Director position and the creation of the Human Resource/Risk Management Director position. The Human Resource/Risk Management Director position is being charged 40% to the Risk Management Fund and 60% to the General Fund, to align costs to the functions being overseen.

Budget History

FY 03/04

- This budget reflects the transfer of the Labor Relations function, with two (2) positions (1.2 FTE's), to a separate division.
- The budget reflects a reduction in Operating Expenses totaling \$56,141 which includes \$9,680 budgeted in Labor Relations, and \$26,000 in tuition reimbursement funds which has been reallocated to a citywide account in the General Fund. The remaining \$20,461 is the result of budget reductions in organizational memberships, training, travel and other operating expenses.
- A total of \$273,435 is budgeted for Internal Service Charges, which provide Human Resources with: Information Technology resources, such as computers, printers, and phones; property/liability insurance coverage as part of the City's Self Insurance Program; Central Services and Property Management services.

FY 02/03

- This budget reflects the transfer of one Human Resource Administrator to Risk Management to oversee health benefits for city employees and retirees.
- A 16% reduction in Operating Expenses (\$33,326) from FY 01/02 is included as part of this budget. Conversely, Salaries & Benefits is increased by 6%, or \$62,495.

- In addition, \$24,000 is included for furniture and equipment to coincide with a planned relocation of the department.

FY 01/02

- This budget provides funding for the addition of 4 Human Resource professional positions, at a proposed cost of \$189,118. One of these positions (Personnel Technician, salary & benefits = \$31,043) was previously funded with \$30,000 in a Temporary Labor account in the Fire Department budget.
- This budget provides funding in Salaries & Benefits of \$1,073,941 to support a staff of 18.5 HR professionals including the four (4) new positions noted, who provide essential services of employee training, processing applicants and employee transfers, promotions, terminations and/or retirements.
- Of the total \$260,587 in Operating Expenses noted as part of this budget, \$73,832 is being provided for Training & Awards to support training of City of Miami Beach employees to improve their skills and knowledge base; and \$91,400 is provided for Professional Services, including Background Investigations, and Consultants.

FY 00/01

- The budget provides for the addition of a Training Specialist (\$50,758) to help develop and administer a customer service training program.

FY 99/00

- The budget provides for the addition of a part-time Personnel Technician and an increase in temporary labor for total of \$29,402 to assist with processing background investigations and record filing.

RISK MANAGEMENT

Mission

Risk Management is committed to managing a comprehensive insurance/self-insurance program to protect the assets of the City and to provide benefit to its employees/retirees, residents, and the general public with primary emphasis on quality, cost, and safety.

Major Accomplishments

- Purchased ALL Risk Property Insurance (06/01/04)
- Maintained a ninety percent (90%) open/close ration for all claims subject to the City's Self-Insurance (this related directly to the stability of the Self-Insurance Fund)
- Claim costs have remained stable for the past five years

Goals and Objectives

- Purchase/renew All Risk Property Insurance
- Maintain a ninety percent (90%) open/close ratio for all claims subject to the City's Self-Insurance (this relates directly to the stability of the Self-Insurance Fund).
- Establish insurance requirements for outside contracts.
- Approve insurance as needed per ordinance/outside contracts.
- Meet Performance Standards as established.

RISK MANAGEMENT – BENEFITS

Mission

To provide a cost effective benefit program in order to promote retention and enhance recruitment of City of Miami Beach employees

Benefits (Reports to Human Resources)

Major Accomplishments

- Issued an RFP for employee benefits for 6 different lines of coverage, evaluated and submitted to Commission for approval by target date of June 11, 2003
- With the assistance of Gallagher Benefit Services, the City's employee benefits consultant, achieved a low 8% increase in the cost of the City's Humana medical insurance for fiscal year 03-04, allowing the City to increase the percent it pays toward employee health coverage for the low option HMO & PPO plans from 65% for single to 75% and from 50% for family to 60%;
- Negotiated a 3% cost increase for the dental plan; added a dental indemnity plan for the year 2003/04 (unclassified, others & GSA)
- negotiated a new 3 year contract for statutory life with no increase in premium
- Implemented HIPAA Privacy requirements by the targeted date of April 14, 2003 & completed the physical re-structure of the Benefits Section to provide privacy and security of information-April 2003
- Assisted in the development of an agreement between the 175 and 185 trusts, the Fire and Police Pension, the fire and police unions and the City to implement enhanced funding language for the pension plan. This Agreement was rejected by the Div. of Retirement, but language remains on the ballot for Nov 4th election(passed 11/4/03)
- Assisted in developing the Nov 4 ballot question for implementing "prudent man" language for the 175/185 trusts (passed 11/4/03)
- Implemented (as part of the RPF) a new TPA (third party administrator) for the Flexible Spending Program, with a 2 year rate guarantee

- Recovered \$140,000 in unauthorized commissions paid to a Hartford agent from 1999 to 2002.

Goals and Objectives

- Administer a cost effective program of benefits to employees, their dependants and retirees including, but not limited to medical, dental and life insurance plans, flexible spending programs, a voluntary deferred compensation program, other voluntary benefits as determined by the City (universal life, short term disability, critical life insurance, cancer)
- Negotiate a competitive rate increase for fiscal year 10/2004 for medical and dental insurance plans
- Negotiate a competitive rate for life insurance for fiscal year 10/2004 as a result of RFP issued in March 2004
- Offer flexible spending program to Police Officers and Firefighters as a result of successful contract negotiations
- Issue an RFQ for professional consulting/brokerage services for our Employee Benefit Program. The current contract with Gallagher Benefit Services expires in May 2005.

Performance Measurements

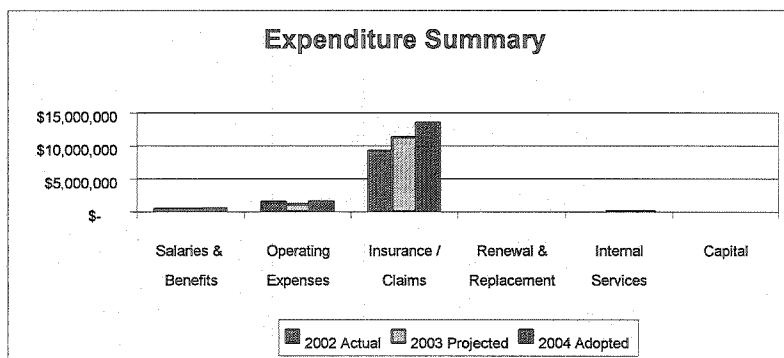
	2003 Actual	2004 Projected	2005 Estimated
Open/Close ratio 100%	111%	113%	113%
Liability Investigation	24hrs	24hrs	24hrs
W.C. Open Investigation not to exceed 350	309	350	350
W.C. cost per claim not to exceed \$3,300	\$3,259	\$3,300	\$3,400
W.C. Lost Time contact 24hours	24	24	24
Safety Training 500 employees	500	500	500
BLDG Inspections (new standard-includes all locations)	51	70	80

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Internal Service Charges	\$ 10,137,125	\$ 11,714,691	\$ 13,022,455	\$ 13,082,731	\$ 13,243,922
Retained Earnings	2,022,538	(802,674)	979,000	(160,548)	2,279,000
Interest/Other	829,953	272,743	100,000	80,962	100,000
Total	\$ 12,989,616	\$ 11,184,760	\$ 14,101,455	\$ 13,003,145	\$ 15,622,922

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 411,535	\$ 449,065	\$ 401,102	\$ 448,995	\$ 494,709
Operating Expenses	1,563,860	1,494,605	1,519,328	1,152,405	1,551,476
Insurance / Claims	10,986,982	9,223,570	12,112,000	11,345,448	13,519,600
Renewal & Replacement	2,561	1,986	9,633	2,924	9,633
Internal Services	24,678	15,534	59,392	53,373	47,504
Capital	0	0	0	0	0
Total	\$ 12,989,616	\$ 11,184,760	\$ 14,101,455	\$ 13,003,145	\$ 15,622,922

Budgeted Positions	6	6	6	6.4
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Budget Highlights

- The budget for FY 04/05 reflects an increase of \$1,300,000 in general liability claims, going from \$2,000,000 to \$3,300,000, due to a settlement which is scheduled to be paid during FY 04/05.

- This budget provides for an estimated increase of approximately 4% in the City's contribution to the retiree health insurance. Functions supported by the Self-Insurance Fund include: Retiree health/life insurance (\$4,815,000), applicant health screening/ drug testing program (\$170,000), and Unemployment Compensation Insurance (\$70,000).
- This budget includes an increase of \$60,000 in Workers Compensation Premiums, going from \$280,000 in FY 03/04 to \$340,000 in FY 04/05, and an increase in Workers Compensation Claim Payments of \$600,000, going from \$2,000,000 in FY 03/04 to \$2,600,000 in FY 04/05. The Risk Management division performs safety-related building inspections as well as safety training for City employees, however, costs have been rising due primarily to medical expenses.
- A budget of \$1,764,600 for Property Insurance is included which represents a budget decrease of \$197,400 from FY 03/04.
- This budget includes \$494,709 in Salaries & Benefits for a staff of 6 professionals and 40% of the salary of the Human Resources/Risk Management Director, being charged to the Risk Management Fund.
- The Self-Insurance Fund pays a management fee of \$176,064 to the General Fund for administrative support and also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney (\$424,258), who handle general liability and workers' compensation cases. Two positions and associated expenses within the Department of Public Works (\$74,159) are also reimbursed for repair work performed to limit "slip and fall" lawsuits against the City. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

Budget History

FY 03/04

- The Self-Insurance Fund pays a management fee of \$166,412 to the General Fund and also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney (\$401,000), who handle general liability and workers' compensation cases. Two positions and associated expenses within the Department of Public Works (\$70,094) are also reimbursed for repair work performed to limit "slip and fall" lawsuits against the City.

FY 02/03

- This budget provides for an estimated increase of over 25% in the City's contribution to the retiree health insurance (or \$900,000). Functions supported by the Self-

Insurance Fund include: Retiree health/life insurance (\$4,325,000), which includes the increase of \$600,000, occupational health program (\$125,000), and Unemployment Compensation Insurance (\$50,000).

- This budget includes an increase of \$700,000 (47%) in Property Insurance.

FY 01/02

- This budget provides for an estimated increase in the City 's contribution to the retiree health insurance of over 20% (or \$600,000). Functions supported by the Self-Insurance Fund include: Retiree health/life insurance (\$3,431,300), which includes the increase of \$600,000, occupational health program (\$98,700), and Unemployment Compensation Insurance (\$70,000).
- This budget reflects an increase of \$700,000 in Property Insurance, a decrease of \$130,000 in general liability claims, an increase of \$40,000 in Worker's Compensation Claims, and a decrease of \$400,000 in Police Liability Claims.
- The operation of the Self Insurance Fund is supported by the General Fund (\$5,545,324), Enterprise Funds (\$3,387,582), Internal Service Funds (\$1,158,419), and Other Funds (\$42,514) for a total of \$10,133,839 in interdepartmental charges for service, \$2,172,000 from reserves, and \$740,000 from interest income.
- A budget total of \$8,565,500 is for payment of fees and claims-related expense for general liability, occupational health, police professional, and public officials liability, and worker's compensation; premiums for fine arts, property, and flood/windstorm policies.
- A management fee of \$100,000 is contributed to the General Fund.
- The Self-Insurance Fund also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney (\$401,000), responsible for general, health, police, and public officials liability and workers' compensation casework. Two positions and associated expenses within the Department of Public Works (\$70,094) to limit "slip and fall" lawsuits against the City are also reimbursed by the Self-Insurance Fund.
- A review of the plan is performed annually by external actuaries to establish the amount of reserves required to maintain a sound risk-management program. Annual allocations for the Self-Insurance Fund are determined by utilizing the actuary's assumption for anticipated losses, less the credit for investment income and risk margin.

FY 00/01

- FY 00/01 budget reflects a decrease of \$300,000 in general liability claims, an increase of \$400,000 in Worker's Compensation Claims, and an increase of \$260,000 in property insurance.
- Functions supported by the Self-Insurance Fund include: Retiree health/life insurance (\$2,831,300) which includes an increase of \$600,000, occupational health program (\$98,700), and Unemployment Compensation Insurance (\$70,000).
- The budget provides funding of \$6,550,000 for settlement expenses and legal fees related to liability and worker's compensation claims as well as funding of \$1,440,500 for property insurance policies, including those of windstorm and fine art.
- The Self-Insurance Fund also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney (\$401,000), responsible for general, health, police, and public officials liability and workers' compensation casework. Two positions and associated expenses within the Department of Public Works (\$70,094) to limit "slip and fall" lawsuits against the City are also reimbursed by the Self-Insurance Fund.

FY 99/00

- FY 99/00 budget reflects an increase of \$433,000 in general liability claims, and a decrease of \$749,000 in Police Professional and Public Official liability claims.
- A total of \$7,770,694 is for payment of fees and claims-related expense for general liability, occupational health, police professional, and public officials liability, and worker's compensation; premiums for fine arts, property, and flood/windstorm policies.

LABOR RELATIONS

Mission

The Office of Labor Relations (OLR) is dedicated to providing the highest standard of excellence and cooperation between the Labor and Management. In order to enhance the productivity and teamwork of each Department that serves the citizens of Miami Beach, the Office of Labor Relations is devoted to providing a unique opportunity for the exchange of perspectives, information, and skills in the field of public sector collective bargaining.

The Office of Labor Relations is committed to improving communication between representatives of labor and management, assisting labor and management with conflict resolution and providing labor and management with the opportunity to explore innovative joint approaches to organizational effectiveness.

Major Accomplishments

- Union negotiations with three of the five unions (Fraternal Order of Police (FOP), International Association of Firefighters (IAFF) and Government Supervisors of America (GSA)) have been completed. Management training on the contract changes and implementation scheduled and completed (FOP, GSA and IAFF completed).
- Thirty-two (32) grievances for the current fiscal year have been processed in a timely fashion.
- Labor/Management meetings have become routine throughout many City departments including all unions (except CWA).
- The Office of Labor Relations has conducted and participated in City training programs (that allow for better working relationships between Management and employees) including "Discipline and Just Cause" training and other Labor Management meetings on a quarterly basis.
- Conducted cost analysis and presented City proposal packages to the Budget Advisory Committee (BAC), Charter Review Board and Executive sessions to communicate the City and Union positions.

Goals & Objectives

- Pursue Federal Mediation and Conciliation Service (FMCS) and other training conducted in house for Management and Union leadership/Stewards.
 1. Action Plan: Continue program of "Discipline and Just Cause" training and develop schedule with FMCS. Include Management training in contract interpretation.
- Track grievance/arbitration and Labor issues (internal process), including all Union public records requests.
 1. Action plan: Tracking for grievance/arbitration process maintained in coordination with Union, Management and City Attorney's Office.
- Utilize Labor/Management meeting for key areas and Department situation resolution by holding one meeting quarterly per selected Department.
 1. Action plan: To have quarterly meetings with FMCS and continue helping Departments to conduct their own quarterly Labor/Management Meetings. Labor Management Training was conducted on 10/30/03 with all Unions and City Administration. Additional meetings have been conducted on a quarterly basis with the Public Works, Police and Fire Departments along with the AFSCME, FOP, GSA & IAFF Unions. Public Works has also held various Labor/Management meetings and specific training with AFSCME members on 2/9/04, 4/13/04, 4/14/04, 4/15/04 and 4/21/04. Additional meetings have been scheduled with FMCS on 6/22/04, 7/20/04, 9/21/04 and 11/16/04.
- History: October 2002, Labor/Management meetings have been held with Fleet Management, South Beach Service Team (SBST), Public Works, Property Management and Sanitation and City-wide. FMCS has attended and instructed on how to conduct Labor Management Meetings, a 2-part training on Roles & Responsibilities of Union Stewards/Management, and 2 Public Works/AFSCME Labor Management meetings. FMCS meetings have been held on 10/24/02, 12/12/02, 1/31/03, 2/3/03, 3/1/03, 5/14/03, 6/10/03, 6/24/03, 6/27/03 and 8/14/03.
- Ensure grievances are processed in a timely fashion.
 1. Action plan: At present, all grievances are processed within contract guidelines and will be continued as such.
- Apply for Labor/Management Grants.
 1. Action plan: Work with the Grants Management Division to re-apply for FMCS grants.

- Conduct negotiations with the City's bargaining units. Action plan: GSA completed on October 15, 2003. FOP & IAFF completed on March 17, 2004. CWA Session twelve (#12) took place on July 7, 2004; CWA has received City's proposal package and is pending response from the Union. AFSCME session seven (#7) took place on June 29, 2004, and AFSCME has received proposal package from the City and is pending response from the Union.

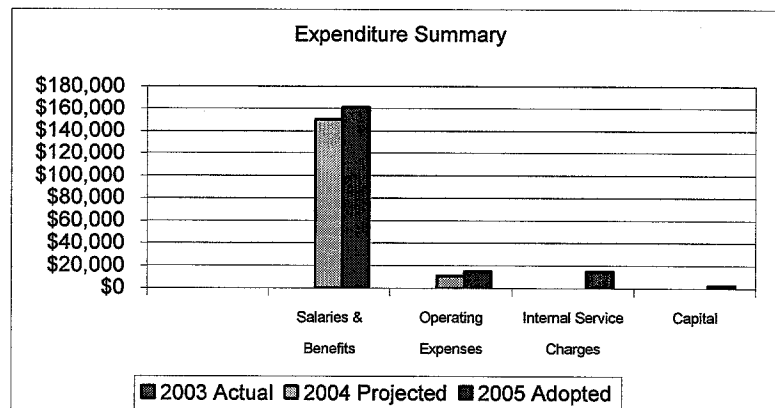
Performance Measurements

Grievance Heard	FY 02/03	FY 03/04 As of 7/1/04	Projected FY 03/04	FY 04/05
Unions	Actual	Actual	Projected	Projected
AFSCME	20	16	3	20
CWA	44	14	4	25
GSA	0	0	0	1
FOP	0	1	0	2
IAFF	0	1	1	2
Total	64	32	8	50

Arbitrations	FY 02/03	FY03/04 As of 7/1/04	Pending as of 7/1/04	FY 04/05
Union	Heard	Heard or Settled		Projected
AFSCME	1	1	7	3
CWA	3	5	16	5
FOP	2	1	0	0
GSA	0	0	0	0
IAFF	2	1	1	0
Total	8	7	23	8

Financial Summary

Expenditures	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 0	\$ 0	\$ 150,367	\$ 150,367	\$ 161,352
Operating Expenses	0	0	10,880	10,880	14,855
Internal Service Charges	0	0	0	0	14,875
Capital	0	0	0	0	2,250
Total	\$ 0	\$ 0	\$ 161,247	\$ 161,247	\$ 193,332
Budgeted Position	N/A	N/A	2.00		2.00



Budget Highlights

- This budget provides salaries & benefits (\$161,352) and other operating expenses (\$14,856) for two (2) professional positions to administer the labor relations function for the City of Miami Beach.
- This budget also provides funding of \$2,250 for a new printer and \$14,875 in Internal Service charges (with \$7,000 for Central Services and \$7,875 for contributions to the City's Self Insurance Fund).

Budget History

FY 03/04

- This office, which was established during FY 02/03, was previously budgeted in the Human Resources Department, with 60% funding from the General Fund and 40% funding from the Self Insurance Fund.

OFFICE OF THE CITY CLERK

Mission

The City Clerk serves as the Official Secretary of the City Commission, the Miami Beach Redevelopment Agency and has the responsibility to:

- Transcribe upon special request, distribute, and maintain records of all Commission and Agency meetings;
- Publish timely notices and mail notices, if required, of all Commission public hearings;
- Process all approved ordinances, resolutions, contracts and agreements;
- Central Depository for all Closed Executive Session transcripts;
- Maintain deed files of all City-owned property, which includes custody of all warranty deeds, easements, abandonment, rights-of-way, revocable permits and miscellaneous instruments;
- Maintain and process board members for the 38 City boards and committees, and process the County financial disclosure forms;
- Maintain the scheduling calendars for the 1st floor Conference Room and the Commission Chamber.
- Coordinate updating the City Code Book on a quarterly basis;
- Serve as Supervisor of Elections for the City of Miami Beach jointly with Miami-Dade County Supervisor;
- Provide administrative support to conduct Administrative hearings of the Special Masters.
- Post notices on the bulletin boards throughout City Hall;
- Serve as the official liaison for the City's Charter Review Committee;
- Process and distribute lobbyist information;
- Provide video and photo services for the Mayor, Commission and the Administration;

- Process public notification of Burt Harris Act claims;
- LaserFiche scanning of all documents, resolutions, ordinances, maps, etc;
- Process research requests as needed;
- Responsible for the review and preparation of the City Commission Agendas;
- Responsible for the processing, scanning, and distribution of L. T. C.;
- Responsible for the processing and publication of the weekly meeting notices in the Miami Herald;
- Responsible for maintaining a Folio Searchable Database City Manager's
- Responsible for maintaining City Commission After Actions
- Responsible for maintaining City Manager's weekly update and Historical Materials Tracking
- Miami Beach Television (MBTV) currently features regularly scheduled broadcasts of commission meetings as well as community affairs, informational and civic programs. The cable station also serves as a vehicle for the community calendar and special emergency announcements.

*Chapter 119, Florida Public Records Law; Chapter 267, Florida Archives, History and Records Management Act; and Chapters 1A-24, Florida Administrative Code.

Major Accomplishments

- Coordinated and provided staff support to the Charter Review Board.
- Created a searchable database for the City Manager's Weekly Update.
- Upgraded Laserfiche.
- Updated the City Code to Supplement #22.
- Added November 4, 2003 election information to the City's website.
- Made Board and Committees available in the City's website.
- Made the Lobbyists log available in the City's website.

- Commission Meetings Processed 18 and Commission Workshops Processed 5: (As of October 2004. Agenda review, prepare history notes, attend meeting, record meeting, Afteraction preparation, update Folio search database, public hearing schedule preparation and tracking, audio taping, productions of historical and backup CD, and Commission Agenda processing.
- Commission Agendas Processed: 23 (Electronic version)
- Board and Committee Processing: for 38 board or committees and approximately 383 board or committee members with approximately 467 applicants Commission memorandum, application processing, appointment and re-appointment letter preparation, appointment tracking, term limit processing, termination and resignation processing.
- Advertisement processed: approximately 65 (Special Meetings and Public Hearings)
- Lobbyist processed: New lobbyist registration 35
- Resolutions processed: 288
- Ordinances processed: 35
- Contracts/Agreements processed: approximately (150 X 3)
- Laserfiche imaging: scanned and indexed over 127,000 pages of information
- Videos reproduced: over 55 (both for City staff and the public)
- Research requests: over 475 (both for City staff and the public)
- City Code updates processed: Supplements 19, 20, 21, and 22
- Legislation prepared: Vice-Mayor rotation, Chief Special Master, Commission Meeting scheduling

Media Production:

- Hired and trained media assistant to shoot digital stills, video and operate, program and edit, overall backup.
- Continue to operate, upgrade and maintain 24/7 television channel
- Installed DDR's (digital disk recorders) for efficient recording and playback of meetings.

- Implemented monthly Channel 20 re broadcast schedule.
- Produced original programs for broadcast:
City Managers' State of City, All American City, CDBG, North Beach, Transit Research Trip, 4th of July Concert, Recreation PSA's, Bayshore Golf Opening, Mayor's State of the City, 8 BODR's for CIP, Police Memorial and Annual Playground Revue, Aller Lunch, Women Worth Knowing.
- Researched and installed equipment for SAP broadcast, first and only Florida City to do so.
- Coordinated with IT to get video archive active and up to date.
- Updated two video computers to newest dual Xeon processors.
- Installed network switch in control room and had emergency power added.
- Added teleprompter service to our product line.
- Converted 90% photography to digital, posting photos on media server for all to access.
- Established photo archive on media server.
- Upgraded Web encoder.
- Added Avid edit programs to produce higher quality video.
- Installing new graphics overlay program.
- Produced cover/interior photographs for Recreation newsletter, budget book, and many other publications.
- Began video recording and live web broadcast of all land use committee meetings and community meetings including Charter Review Board, Bay Link and Alaska/South Pointe Workshops.
- Continue to produce copies of video tapes.

Goals & Objectives

- To document all phases of the Commission Agenda preparation process.
- To explore automating the Commission Agenda preparation process.

- To continue to provide excellent customer service and assistance.
- To maintain and add information into the text-base search database (Folio).
- To continue to provide updated supplements to the City Code.
- To continue to process and track City Commission resolutions, ordinances, and contracts.
- To continue to update the document imaging system in the City Clerk's office.
- To continue to process the Electronic Commission Agendas. The Commission Agenda is now available in electronic format and on the internet.
- To be responsible for all aspects of the any General or Special Elections.
- To continue to advertise all City Commission public hearings, special commission meetings, and Commission Workshops.
- To continue to maintain records on City Lobbyists.
- To continue to be responsible for City Financial Disclosure process.
- To continue Commission Agenda preparation for Commission Meetings.
- To continue to prepare the schedule of Commission Meeting dates.
- To continue to process vice-mayor rotation.
- To continue to prepare Afteraction reports of Commission Meetings and Commission Workshops.
- To continue to video tape and digitally record all commission meetings.
- To continue to publish weekly notices.
- To continue to update the searchable database for the City Manager's Weekly Updates.
- To continue noticing process.
- To continue processing, scanning and distributing LTC.

Special Masters

- To continue to schedule Code Compliance cases, License cases, Building violations cases, Fire violation cases, and Appeals cases for the Special Master.
- To continue to process liens for Special Master cases.
- To continue to collect and process fines.

Central Services

- To continue to provide excellent customer services in document copying, document printing, Interoffice mail, US Mail, delivery services, and chargeback.

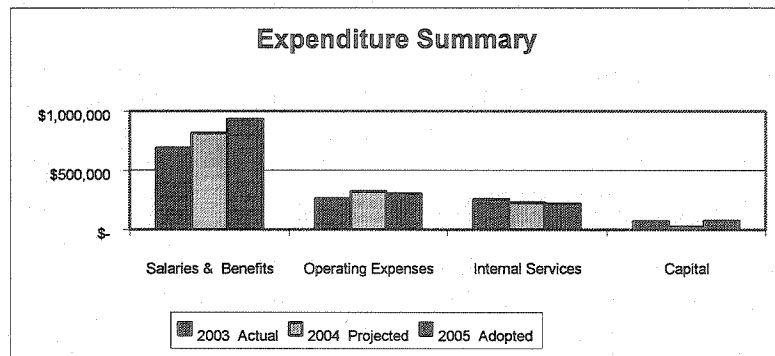
Performance Measurements

	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Commission Meetings	18	22	22
Commission Workshops	5	5	5
After Action	23	27	27
Ordinances	35	40	40
Resolutions	268	268	268
Contracts & Agreements	150	150	150
Board & Committee Applications	467	467	467
Advertised Public Hearings	150	150	150
Lobbyist Applications	35	50	50
LaserFiche Imaging (pages)	127,000	200,000	200,000
Videos Reproduced	75	75	75
Research Requests	475	500	500
City Code Supplements	4	4	4
Special Master-Code Enforcement	880	1,200	1,200
Special Master-Building/Sanitation	836	900	900
Special Master-Fire	300	300	300
Special Master-Appeals	80	80	80

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Fire Code Violations	\$ 65,621	\$ 302,160	\$ 95,000	\$ 76,707	\$ 60,000
Election Qualifying Fees	861	0	5,000	5,000	5,000
HP/DRB Appeals	0	0	1,000	1,000	1,000
Lobbyist Applications	11,088	7,186	6,000	6,000	6,000
Cable Settlement (\$125m)	47,500	35,589	19,000	19,000	62,000
Total	\$ 125,070	\$ 344,935	\$ 126,000	\$ 107,707	\$ 134,000

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 653,976	\$ 690,248	\$ 819,573	\$ 814,287	\$ 929,027
Operating Expenses	155,920	259,147	308,664	322,218	304,126
Internal Services	264,599	255,225	211,161	226,887	218,096
Capital	115,672	69,314	25,000	23,082	76,405
Total	\$ 1,190,167	\$ 1,273,934	\$ 1,364,398	\$ 1,386,474	\$ 1,527,654
Budgeted Positions	14 + 1 pt	14 + 1 pt	13 + 1 pt		13 + 1 pt



Budget Highlights

- \$132,000 is being added to Professional Services for translating and subtitling of the taped Commission Meetings in Spanish, which is partially offset by the reduction of \$39,113 for the live Spanish translation of Commission Meetings.

- The budget also includes \$10,085 for a scanner and Laser Fiche licenses and support.
- This budget provides salaries and benefits, totaling \$929,027 for 13 full-time and one part-time professional positions to support the Office of the City Clerk.

Budget History

FY 03/04

- This budget provides salaries and benefits, totaling \$819,573 for 13 full-time and one part-time professional position to support the Office of the City Clerk.
- This budget adds one (1) professional/technical position to assist the Media Specialist's efforts, which includes television (with live Spanish translation) as well as internet-based broadcasting of the City's Commission meetings.
- An Administrative Aide I position is being eliminated, for a budgeted salary savings of \$27,563.
- This budget includes \$39,110 as part of professional services for the Spanish translations of the Commission meetings.
- This budget includes \$80,000 as an annual allotment to pay for the City's Mayoral & Commission Election (estimated to cost approximately \$160,000).

FY 02/03

- This budget provides salaries and benefits, totaling \$726,887, for one part-time and 13 full-time positions to support the Office of the City Clerk.
- This budget includes \$33,000 for professional media services to assist the Media Specialist's efforts, which includes television as well as internet-based broadcasting of the City's Commission meetings.
- The funding for the position of Records Manager (\$55,000) is being deferred to the following fiscal year.

FY 01/02

- This budget includes funding (\$110,000) for elections.
- This budget includes funding (\$50,000) to improve information storage and retrieval systems.

FY 00/01

- Funding provided for a Records Manager position (\$47,827).
- This budget includes funding (\$50,000) to improve information storage and retrieval systems.
- Funding for the Office of Media Relations as well as three Civicall employees previously included in this budget, were transferred to the Office of Media Relations.

FY 99/00

- This budget includes funding for two vacant positions reduced in the FY 98/99 budget, \$110,000 for elections.
- Funding provided for a computer generated electronic newsletter to be produced weekly and broadcast on Channel 20 multiple times daily on a regular schedule (\$35,000). Additionally, funding was also provided for the creation of a bilingual residential information guide of City department functions and services, and available social services (\$5,000).

CENTRAL SERVICES

Mission

Central Services is committed to excellent customer service to all City departments and agencies, by providing quality print, copy and mail services.

Major Accomplishments

Produced over 6 million forms, 7 million copies (color and black/white) and handled over 1 million pieces of U.S. and interoffice mail.

Goals And Objectives

- To reduce mail and paper cost.
 1. To help promote use of the City's website for publications and/or report.
- To maintain cost competitive services.
 1. Conduct quarterly price comparisons with the private sector and other municipalities.
 2. Develop a system for tracking fluctuating supply cost.
- To analyze services rendered
 1. Maintain database to collect and analyze service information.
- Cross-train staff:
 1. Central Services Technicians will know how to process newspapers, sort bulk mail, prepare the requisite forms, scheduled pick-up and delivery of parcel shipments, file office supply requisitions, operate the production copier, and the postage metering equipment.

2. All Central Services employees will be familiar with the U.S. mail pick up and delivery procedures.
 3. Central Services Technicians and Duplicating Equipment Operator will be experienced in operating all bindery equipment: (baumfolder, cutter, collator, drill, GBC punch, padding wagon, shrink tunnel wrap, insert printer 2000, Konica color, etc.)
- Process internal service changes on a timely basis.
 1. By the fifth (5) of the each month distribute previous months usage changes to all departments.
 - Process all interoffice and U.S. mail (incoming and outgoing) for the City of Miami Beach
 1. Daily pickup of incoming mail from the U.S. Post office by 9:00 a.m.
 2. Process and deliver certified mail to the U.S. Post office by 5:00 p.m.
 3. Coordinate with departments who require special mail handling.
 4. Process out-going U.S. mail by 4:00 p.m.
 5. All mail received before 3:00 p.m. will be processed and sent to the U.S. Post Office. All mail received after 3:00 p.m. will go out the next business day.
 6. All interoffice received before 4:30 p.m. will be processed before the end of that business day.

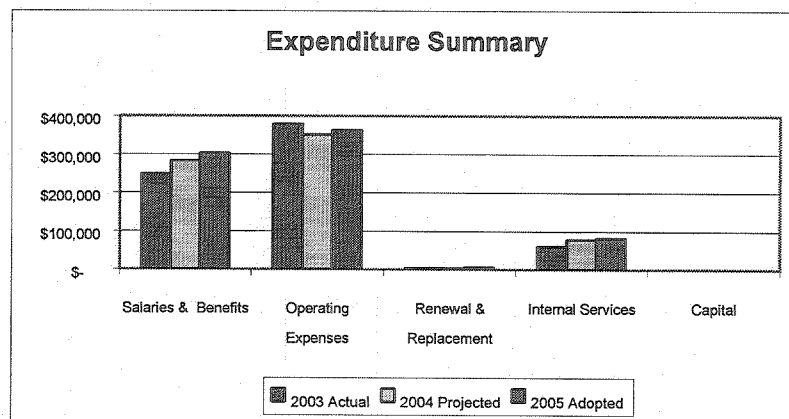
Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Revenues	635,130	710,000	720,000	730,000
Mail Processing	1,350,000	1,400,000	1,400,000	1,500,000
Photocopies	5,000,000	5,150,000	5,000,000	6,100,000
Offset Prints	2,600,000	2,900,000	3,000,000	3,900,000

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Internal Service Charges	\$ 684,536	\$ 666,585	\$ 735,503	\$ 781,007	\$ 697,066
Retained Earnings	(57,225)	20,983	0	(68,917)	54,750
Interest/Other	18,176	2,929	2,500	1,433	1,500
Total	\$ 645,487	\$ 690,497	\$ 738,003	\$ 713,523	\$ 753,316

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 242,996	\$ 247,887	\$ 266,724	\$ 282,031	\$ 302,078
Operating Expenses	339,666	378,996	384,066	351,306	363,235
Renewal & Replacement	5,940	3,461	6,144	3,092	6,144
Internal Services	56,885	60,153	81,069	77,094	81,859
Capital	0	0	0	0	0
Total	\$ 645,487	\$ 690,497	\$ 738,003	\$ 713,523	\$ 753,316
Budgeted Positions	6	6	6		6



Budget Highlights

- A total budget of \$753,316 is provided, which includes \$302,078 for Salaries & Benefits, \$154,160 for Postage, and \$297,078 for other operating expenses, to support the mailing, copying and print production requirements of all city departments.

- In FY 04/05, revenues of \$697,066 in Internal Service Charges are being budgeted to support the operations of Central Services, along with \$1,500 in interest earnings and \$54,750 in retained earnings.
- Central Services is provided with services from the City's other Internal Service Funds, these are: Risk Management, Fleet Management, Information Technology and Property Management. The budget for these internal services is \$81,859, as noted in the Financial Summary above, and is also part of the \$297,078 in operating expenses noted previously.
- Additionally, Central Services will pay a management fee to the General Fund of \$26,450 in FY 04/05, which is also part of the \$297,078 in operating expenses noted. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

Budget History

FY 03/04

- As part of \$384,436 in operating expenses, this budget includes \$162,160 for postage, which is a \$2,840 reduction from FY 02/03, and \$135,453 in annual leases for high volume copy, mail and sort machines, representing a \$19,000 budget reduction in this category due to lower prices in the current copier contract.
- This budget provides funding in Salaries & Benefits of \$266,394 for 6 professional positions, to support the City's central copy production center and mail processing facility. The Central Services Division is an Internal Service Fund and, as such, it receives operating revenues from its customers, other City departments and agencies. In FY 03/04, a total of \$735,503 in Internal Service Charges is being budgeted to support the operations of Central Services, along with \$2,500 in interest earnings.
- A total of \$81,069 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Central Services with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; Fleet and Property Management services.

FY 01/02

- The FY 01/02 budget of \$690,003 includes Renewal & Replacement funds of \$11,434 and Capital funds of \$11,290 to replace aging equipment.

- Of the total \$396,586 Operating Expenses budgeted, \$150,000 is for Postage and Shipping, \$140,165 is for Contract Maintenance of the printing and copying equipment, and other operating expenses totaling \$106,421.

FY 00/01

- The Central Services Division includes funding for the provision of mail, courier, and photocopying services provided by five positions (\$165,924), document/photocopying equipment (\$90,000), postage and shipping (\$143,164), operating expenses (\$114,846), tabbing/labeling machine (\$6,000), and \$11,434 in depreciation. A \$25,000 management fee will be paid to the General Fund. This fund will generate \$556,368 in internal service charges to support its operation.

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OFFICE OF THE CITY ATTORNEY

Mission

The mission of the City Attorney's Office is to provide a broad scope of high quality, cost effective legal services, consistent with the law and with proper ethical considerations, that are responsive to the City's goals and objectives and to provide advice to the Mayor, City Commissioners, City Manager, City Departments as well as all City Boards, Agencies and Committees.

The City Attorney, pursuant to Article III of the Miami Beach City Charter, acts as the legal advisor for the municipality and all of its officers in all matters relating to their official powers and duties. The City Attorney prepares or reviews all ordinances, resolutions, contracts, bonds, and other written instruments which concern the municipality and endorses each with his approval as to form, language, and for execution. On behalf of the City, the City Attorney also prosecutes and/or defends, all complaints, suits, and controversies in which the City is a party before all state and federal courts and administrative agencies such as special masters, arbitrators, mediators, and/or other legally constituted tribunals, boards, commissions or authorities.

Projected Demands On Service

Although much of the work of the City Attorney's Office is routine and recurring, a substantial portion is subject to many demands which, at the start of a fiscal year are not predictable. Accordingly, projections are subject to many variables. However, based upon history and pending matters, the City Attorney's Office anticipates providing at least the following legal service during the fiscal year 2004-2005:

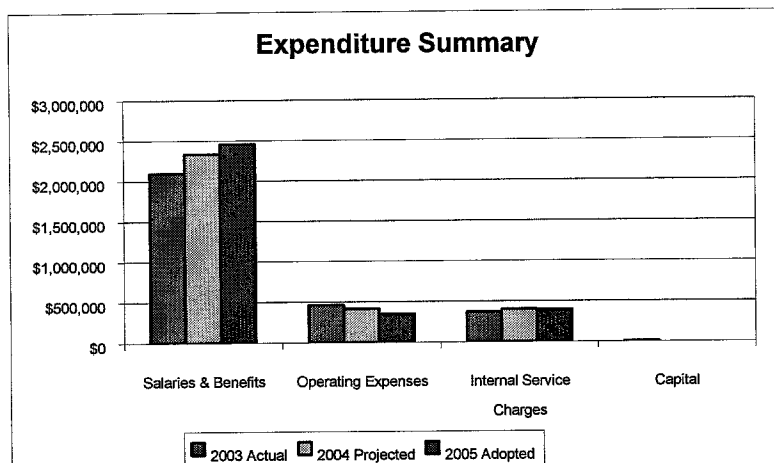
1. Defend between 30 and 40 new personal injury lawsuits.
2. Defense of a number of claims of discrimination and retaliation by employees under state and federal discrimination laws and other employment claims.
3. Environmental litigation arising out of contamination of portions of Bayshore and Normandy golf courses whereby the City will seek cost recovery associated with remediation efforts for environmental contamination.
4. The drafting and review of all legislation (ordinances and resolutions) submitted by various City departments and City Commissioners.
5. Defense of remaining active Bert J. Harris Claims, some of which are in litigation. The office anticipates that litigation will continue through this fiscal period with the possibility of additional claims being asserted.

6. Defense of a number of land use litigation cases.
7. Transactions – The RDA and City are parties to numerous business transactions in which the office will be actively involved in negotiations and drafting pertinent agreements.
8. Lien Foreclosures – There are at any point in time, several dozen lien foreclosures. The office anticipates it will receive transmittal of at least fifty additional lien foreclosures in the coming fiscal period.
9. Collection of delinquent resort taxes through injunctive relief to prohibit delinquent businesses from operating until tax has been paid.
10. Mortgage Foreclosure Defense – The City is routinely named as a defendant in mortgage foreclosure cases wherein the plaintiff claims its lien is superior to the various liens which the City may hold against subject property. The office defends these liens and seeks to establish priority of City liens in those cases where permitted by law.
11. Defense of unemployment claims. These claims are routine and will occur sporadically during the year.
12. Representation in bankruptcy matters which involve City liens.
13. Garnishment Actions – This past fiscal period, there were numerous garnishment cases.
14. Ad Valorem Matters – The office represents the City in challenges of ad valorem taxes imposed on City property.
15. Finance – The office participates in all transactions involving the issuance of City bonds and in restructuring outstanding debt. Present bond issues require ongoing legal monitoring and the office prepares annual continuing disclosure reports.
16. City Attorney Opinions – This office historically issues over two dozen formal opinions each year together with numerous informal opinions and advice.
17. Police legal advice – As legal advisor to the police department, this office instructs officers and other police personnel on such matters as forfeiture training, drafting and distribution of legal notes and bulletin and formation of administrative procedure, i.e., court appearance procedures, search and arrest procedures and foreign consular notification procedures. This office also defends the police department in forfeiture matters responding to Rules to Show Cause issued against police officers or police personnel seeking the return of seized property which has been seized.
18. Prosecution of code violations brought by the Code Compliance, Fire Department, Building Department and other disciplines.

19. Defense of Building and Fire Department Decisions – The office provides counsel to the fire department and assists in the formation of various administrative policies, assist and reviewing resolutions and contracts and coordinates responses to public records requests. Additionally, the office handles special master cases, mitigation hearings and other appeals for the fire marshal to the Miami-Dade Fire Prevention and Safety Appeals Board.
20. Building Department Legal Advisor – The office provides counsel to the Building Official relative to the official business of that department, prosecutes cases before the Unsafe Structure Board and handles all contractor cases before the Board of Rules and Appeals and the Construction Trades Qualifying Board.
21. Construction – Because of the bond funded projects undertaken by the City, the office anticipates the need of substantial monitoring and assistance to the administration in dealing with contractors, architects and engineers and general legal advise to public works and administration at various stages of City construction projects.
22. RDA – Landlord/tenant matters for the RDA.
23. Commercial and General Litigation – We anticipate the normal number and intensity of litigation to be increased by the multiple contracts pending for infrastructure improvements.
24. Defend numerous civil rights cases and claims of police misconduct.
25. Defend litigation under the Americans with Disabilities Act.

Departmental Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 2,037,052	\$ 2,095,729	\$ 2,350,743	\$ 2,336,743	\$ 2,459,338
Operating Expenses	607,574	460,222	347,274	410,944	344,502
Internal Service Charges	399,465	371,185	396,511	401,970	393,755
Capital	5,633	2,092	1,000	0	1,000
TOTAL	\$ 3,049,724	\$ 2,929,228	\$ 3,095,528	\$ 3,149,657	\$ 3,198,595
Budgeted Positions					
City Attorney Budget	23 + 1 PT	23 + 1 PT	22 + 1 PT		22 + 1 PT
Police Budget	1 + 0 PT	1 + 0 PT	0 + 0 PT		0 + 0 PT
Total Budgeted Positions	24 + 1 PT	24 + 1 PT	22 + 1 PT		22 + 1 PT



Budget Highlights

- Savings of \$140,607 were achieved by deferring a vacant Sr. Assistant City Attorney and a vacant Receptionist position.
- This budget is supported by \$401,000 from the Self-Insurance Fund for workers' compensation and police civil liability casework.

Budget History

FY 03/04

- Salary savings from a vacant position has been used to fund one attorney (\$80,000) who was previously funded in the Police Department to oversee the tenets of the Florida Contraband Forfeiture Act and (\$137,000) for outside counsel.
- This budget is supported by \$401,000 from the Self-Insurance Fund for workers' compensation and police civil liability casework.
- Savings were achieved by reductions in operating costs as well as elimination of a vacant First Assistant City Attorney position.

FY 02/03

- Savings were achieved by reductions in operating costs totaling \$143,209

FY 01/02

- Funding of \$200,000 was provided for outside counsel as needed.

FY 00/01

- Funding of (\$70,000) in the Police Department for one attorney to oversee the tenets of the Florida Contraband Forfeiture Act and (\$200,000) for outside counsel. This budget was partially supported by \$401,000 from the Self-Insurance Fund for workers' compensation and police civil liability casework, and \$55,000 from North Bay Village for the provision of legal services to that municipality.

FY 99/00

- Funding was included in this budget for a Paralegal (\$34,000).

FY 98/99

- This budget reflected a decrease of one professional and two support staff positions (\$100,000).

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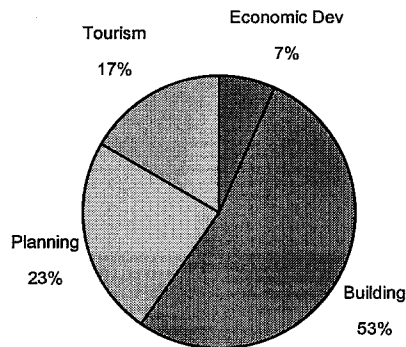
ECONOMIC DEVELOPMENT AND CULTURAL ARTS

Scope

This function is comprised of the following Departments and Divisions:

Economic Development & Cultural Arts	Adopted FY '03/04	Adopted FY '04/05	% of Function to Adptd. GF Budget 04/05	Over/ (Under)
Economic Development				
Economic Development	\$836,400	\$854,064	0.5%	\$17,664
Building	4,568,255	5,482,359	3.3%	914,104
Planning	2,287,154	2,615,594	1.6%	328,440
Total	\$ 7,691,809	\$ 8,952,017	5.3%	\$ 1,260,208
Cultural Arts				
Tourism & Cultural Develop.	\$ 674,329	\$ 1,138,403	0.7%	\$ 464,074
Bass Museum	1,140,450	1,259,432	0.7%	118,982
Total	\$ 1,814,779	\$ 2,397,835	1.4%	\$ 583,056
Total General Fund (GF)	\$ 9,506,588	\$ 11,349,852	6.7%	\$ 1,843,264
Tourism & Conventions				
Convention Center/TOPA	\$ 14,160,053	\$ 14,572,374		\$ 412,321
Total Function	\$ 23,666,641	\$ 25,922,226		\$ 2,255,585

Economic Development & Cultural Arts Positions



ECONOMIC DEVELOPMENT

Mission

To work with businesses and organizations in order to enhance the City's business environment and to promote the overall image of the City's commercial districts; to identify and implement strategies and programs to expand, develop, recruit and retain businesses on Miami Beach; conduct research in order to provide as much economic information as possible to existing and potential investors; provide entertainment industry services regarding relocations, industry events and grievances; adopt and apply private sector standards for responsiveness and customer satisfaction in order to encourage investment; balance private sector needs with neighborhood quality of life issues; maximize the use of City properties and facilities in order to address the City's workforce space needs and then addressing the needs of the community based organizations involved in cultural arts, education, workforce development, and senior and children programming in conjunction with a well developed City-property inventory system; and to enhance the City's beachfront through the use of professional administration of beachfront concession programs and to ensure that positive limited amenities are provided for the enjoyment of the citizens, tourists, community at large.

Major Accomplishments

- Responded to over 400 business assistance inquiries.
- Updated the Miami Beach Market Study and Data Supplement.
- Attended the International Council of Shopping Centers annual conference and met with retailers interested in a Miami Beach location.
- Worked with 14 entertainment industry related trade shows and conferences.
- Attended Miami-Dade County Days in Tallahassee and attended meetings with the Director of the Bureau of Historic Preservation and the CEO of Visit Florida.
- Attended a meeting at Federal Transit Administration Regional Headquarters to discuss the Intermodal project at 5th and Alton.
- Researched the Development of Regional Impact process, reviewed the proposed Watson Island project, met individually with Cabinet Aides to discuss Miami Beach's concerns with the project, and attended both the Cabinet Aides meeting and the Florida Cabinet meeting to convey the City's position on the project.
- Moderated a session on urban transportation and redevelopment at the Florida Redevelopment Association annual conference.

- Continued negotiations related to the siting of a supermarket in North Beach and South Pointe.
- Assisted in the implementation of the City's Major Events Plan for Memorial Day Weekend, MTV, Art Basel, New Year's Eve and other events.
- Conducted the annual inventory of all office space citywide.
- Hosted the Daytona Beach Chamber of Commerce for a discussion of mixed use development and incompatible uses.
- Worked with the City's federal lobbyists to secure appropriations for City projects.
- Worked with the City's state lobbyists on Miami Beach's priorities in Tallahassee
- Worked with South Florida CEO Magazine on a Miami Beach insert.
- Assisted Lincoln Road in the implementation of their marketing campaign.
- Assisted the City Manager's office on issues related to the Convention Development Tax, RDA and other Miami-Dade County issues
- Continued development of an Economic Overview and Real Estate Sales database to track the real estate market and the Miami Beach economy.
- Developed growth projections for the Parking Demand Analysis.
- Developed a database to evaluate public and private parking alternatives.
- Liaison to Production Industry Council, Nightlife Task Force, Lincoln Road Marketing, Chambers of Commerce.
- Surveyed and researched operations/finances of 32 other municipalities for Comparable Cities Report
- Worked with the City's State lobbyists to finalize transfer of Altos Del Mar to the City
- Review of Occupational License and Concurrency Processes
- Facilitated coordination of 2003 Yacht Show, and transfer of responsibility to Special Events Office
- Coordination of Tenant relocation at South Shore Community Center during Center rehabilitation

- Coordinated, presented and received approval of Beachfront Management Plan with State
- Negotiated and developed Lease Concession Agreements for Street Market operations citywide
- Negotiated extension of Lease at 1833 Bay Road for Parking and Police operations
- Completed update of City Property inventory
- Negotiated Penrod's Nikki Beach Concession Agreement
- Concluded renegotiation of MDPL Operation and Management Agreement at Oceanfront Auditorium
- Amended JCC Agreement at 4221 Pinetree Drive to allow additional time for permitting
- Continued processing of applications for Beachfront Concessions
- Continued administration of 45 beachfront concession agreements
- Continued administration of 27 Lease Agreements of City-owned property

Goals and Objectives

- Market Research
 1. Continuous updating and tracking of: Consumer Demographics and Spending Patterns, Key Miami Beach Industry Statistics, Miami Beach Real Estate Market Information.
 2. Begin tracking industry statistics for Finance & Insurance.
 3. Enhance industry statistics for Cultural and Special Events.
 4. Enhance retail-specific economic and statistical information
 5. Continue to develop and expand the Comparable Cities Report.
 6. Work with Dept of Labor to obtain detailed employment information.

- Private Capital Investment
 1. Work with investors and developers on attracting investment in commercial and residential projects.
 2. Continue developing partnerships for the production of high-quality collateral materials.
 3. Continue efforts to attract supermarkets to South Pointe and North Beach.
- Small Business Development
 1. Serve as the main point of contact between the City and local businesses, potential investors and entrepreneurs.
 2. Enhance partnership with the FAU Small Business Development Center and increase service to the Miami Beach business community.
 3. Identify challenges and opportunities related to the pricing out of traditional neighborhood serving businesses.
 4. Provide retail development support to the North Beach efforts as identified in the North Beach Strategic Plan.
 5. Identify issues that have potential negative consequences on the City's business community and advocate for businesses internally.
 6. Work with the business community to facilitate City processes where possible and appropriate.
- Legislative priorities
 1. Develop and advocate for the City's annual State and Federal legislative agenda and monitor its progress through the legislative process. Serve as liaison and provide support to the City's State and Federal Lobbyists.
- Perform other ongoing projects as needed
 1. Miami Beach Business Media Clipping
 2. Hotel Business Traveler's Guide
 3. Parking Demand Study
 4. Maintain the Economic Development Web Page
 5. City Property RFP/RFQ's

6. ACCRA Research Certification
7. Watson Island / MacArthur Causeway Traffic Impact Study
8. National Heritage Area
- Asset Management
 1. Increase the frequency of field monitoring of agreements to better evaluate actual conditions and address issues in a more timely manner
 2. Research and identify property to relocate certain City facilities
 3. Develop Lease Agreement for North Shore Open Space Park beach maintenance facility
 4. Contract with a real estate broker to lease vacant facilities
 5. Monitor marina related condominium project lease agreements through conclusion of construction
 6. Develop lease agreement for not-for-profits/County agencies at South Shore Community Center
 7. Conclude negotiations on amendment to Boucher Brothers beach concession agreement
 8. Conclude negotiations on Holocaust Memorial proposed expansion for lecture/classroom space
 9. Conclude outstanding issue regarding the proposed purchase of 1833 Bay Road

Performance Measurements

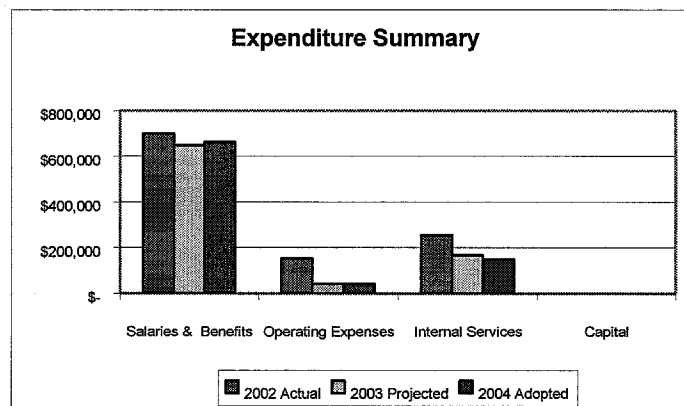
	2003 Actual	2004 Projected	2005 Estimated
Respond to potential businesses/investors	450	400	550
Annual update of Market Study	1	2	2
Inventory Entertainment Ind.	1	1	1
Track Office Space	12	4	4
Update Real Estate Database	25	52	52
Update Private Investment Database	3	10	12
Welcome letters to new businesses	55	175	250
Review Proposed Legislation	95	105	160
Lease/Purchase/Sale agreements processed	n/a	1	9
Beachfront concession applications	n/a	3	1

Beachfront concession renewals	n/a	42	45
Monitor concession agreements	n/a	45	46
Monitor lease agreements	n/a	27	38

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Revenue Area					
Air Rights Lease	\$ 40,625	\$ 44,010	\$ 40,625	\$ 40,625	\$ 40,625
Concert Assoc - VCA	5,215	0	0	0	0
N.Y. Restaurant-So. Pointe	252,322	354,810	350,000	391,247	445,000
Penrods Pier Park	387,046	829,737	720,000	608,639	600,000
Boucher Bros. - Beachfront	344,510	370,409	400,000	429,085	420,000
Beachfront - Other	6,391	967	10,000	23,142	1,000
Yachting Promotions	33,000	37,835	39,000	40,875	40,170
Old City Hall	60,873	298,451	170,760	176,826	175,000
777 Building	235,882	334,908	332,000	452,116	480,000
Total	\$ 1,365,864	\$ 2,271,127	\$ 2,062,385	\$ 2,162,555	\$ 2,201,795

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 618,849	\$ 699,982	\$ 634,271	\$ 648,944	\$ 664,474
Operating Expenses	62,293	152,327	45,952	42,097	41,012
Internal Services	302,245	255,775	156,177	166,215	148,578
Capital	-	0	0	0	0
Total	\$ 983,387	\$ 1,108,084	\$ 836,400	\$ 857,256	\$ 854,064
Budgeted Positions	9	9	8		8



Budget Highlights

- This budget includes the transfer of the Entertainment Industry Liaison to a vacant position in Tourism & Cultural Development, reducing one (1) position in Economic Development and resulting in salary savings of \$58,692 in the General Fund.
- This budget includes the addition of one (1) Office Associate IV position (serving as a Field Monitor) for the Asset Management section, with salary & benefits of \$40,830. This position will be used to monitor beach and market concession, special events, and film permits. This position is expected to generate revenues sufficient to cover its costs.
- This budget provides Salaries & Benefits of \$664,474 for a staff of eight (8) professionals, whose research and analysis helps ensure the continued economic viability of the City of Miami Beach, as well as the optimal utilization of the City's assets.
- Direct costs for the administrative oversight of the Redevelopment Agencies are funded through a management fee remitted to the General Fund from the Redevelopment Agencies.

Budget History

FY 03/04

- This budget reflects transfer \$100,000 in professional services to the Department of Tourism & Cultural Development for the City "Publicist".
- Additionally, this budget reflects the transfer of one (1) Redevelopment Coordinator funded by the South Pointe RDA (salary & benefits = \$100,840) to the CIP Department.
- This budget reflects an increase of over \$300,000 from the management of City concession agreements and property leases.
- Direct costs for the administrative oversight of the Redevelopment Agencies are funded through a management fee remitted to the General Fund from the Redevelopment Agencies.

FY 02/03

- This budget included funding of almost \$100,000 to procure the services of a professional publicist for the City of Miami Beach.

FY 01/02

- The split funded Department Director position was transferred to the Neighborhood Services Department (General fund portion). The split funded Community Development Coordinator position was transferred to the Community Development Division of the Neighborhood Services Department.

FY 00/01

- This budget includes funding for a Community/Economic Development Department Director position.

BUILDING

Mission

The Building Department is responsible for the efficient and effective supervision of construction activities within the City limits to assure compliance with the Florida Building Code. The purpose of this Code is to provide certain minimum standards, provisions and requirements for safe and stable design, methods of construction and uses of materials in buildings and/or structures hereafter erected, constructed, enlarged, altered, repaired, moved, converted to other uses or demolished, to provide for the safety of workers and others during these operations and to regulate the equipment, materials, use and occupancy of all buildings and/or structures. The provisions of this Code shall be deemed to supplement any and all laws of the State of Florida relating to building.

The Miami Beach Building Department represents the City's desire to provide quality services. The Department's dedication of providing the finest service in the county requires constant implementation of innovative policies, procedures and advanced computer technology.

Major Accomplishments

- The Building Department maintained a Class 2 (on a scale of 1 to 10, 1 being the highest) grade in the Building Code Effectiveness Grading System (BCEGS) of the insurance industry for having an effective building code enforcement program. The achieved BCEGS grade is among the highest in the South Florida region. The insurance industry utilizes the BCEGS grading to provide premium discounts on homeowners' insurance policies.
- The Building Department maintained a Class 7 in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) for sound Flood Plain Management policies and effective enforcement of the NFIP regulations. The achieved CRS grading is among the highest in the South Florida region. The new CRS grade has resulted in over \$7.5 million reduction of Flood Insurance premiums paid by the Miami Beach property owners over the course of the past five years.
- The Building Department has effectively enforced the Florida Building Code and other applicable codes and regulations for an annual average of \$400 million in construction activities within its jurisdiction, with a minimal number of staffing as compared to other jurisdictions

Goals And Objectives

The main goal of this department is the safeguarding of the safety and welfare of the citizens of Miami Beach in matters pertaining to building construction and related fields, through the firm application of the South Florida Building Code, the Florida Building Code, the City Code, and other applicable codes, in a helpful and courteous manner.

- To ensure that all buildings in the City meet the minimum standards required by the Florida Building Code and the City Code.
 1. Inspect a minimum of 50 buildings to ensure compliance with minimum standards and for retention of units.
 2. Monitor approximately 100 closed or abandoned buildings for compliance with appropriate codes.
 3. Maintain services of a private contractor to secure abandoned buildings.
 4. Perform 2,000 business license application inspections.
 5. Investigate all complaints received. Approximately 2,500 complaints are received annually.
 6. Process 2,000 violations and Unsafe Structure activities.
 7. Increase enforcement on projects requiring special inspectors by monitoring projects, maintaining and reviewing all related reports.
- To provide a professional and expedient system for the application and issuance of building permits and provide proficient inspections for new construction, repair, and renovation work.
 1. Process a minimum of 20,000 building, elevator and trade permit applications.
 2. Prepare plans on Implementing Imaging Technology for department's record management.
- Provide timely mandatory building inspections during construction. To provide rapid and efficient response to complaints about dangerous building conditions, as filed by other City agencies and citizens. Finally, to cooperate with the license department through a fast processing of their request for inspections in reference to license requests.
 1. Perform 80,000 inspections of all types.

- To review plans and conduct field inspections to ensure that proper engineering standards are being maintained regarding finished floor elevation, garbage collection facilities in buildings, sanitary sewer, water system, and drainage collection hookups, all conditions necessary for the issuance of building permits and certificates of occupancy.
 1. To make 2,500 field inspections during fiscal year 2004-2005 pertaining to the issuance of temporary and/or final Certificates of Occupancy and demolition work.
- To provide high professional quality services to property owners, developers and construction firms involved in the rehabilitation of existing buildings, the rehabilitation of buildings of historical significance, and the development of new projects.
- To fully apprise property owners of their rights with respect to construction on their homestead and instruct them how to apply and the risks involved in that type of permit at time of application and preplanning projects.
- To implement new Federal, State and County ordinances with respect to asbestos contamination for the proper safeguarding of the health of our citizens.
 1. Inspect a minimum of 60 commercial, multifamily buildings for asbestos contamination, including roof permits on commercial, multifamily building over 5 units.
- To assure that commercial buildings are safe for continued use and occupancy
 1. To inspect a minimum of 150 commercial/multifamily buildings for compliance with recertification regulations during fiscal year 2004-2005.
- To inspect a minimum of 250 commercial buildings with gas-fired boilers for compliance with minimum acceptable level of carbon monoxide (CO)
- To ensure the installation of back-flow preventers required on water service connection on air-condition towers.
 1. To inspect a total of 100 buildings during fiscal year 2004-2005 for the installation of back-flow preventers.
- To ensure compliance with the Florida Accessibility Code.
 1. To ensure compliance through inspection and plan review process for the removal of architectural barriers.
- To enforce the provisions of the Building Codes.

1. To prepare 1,000 new cases for prosecution before the Special Masters.
2. To schedule 100 old cases (previously heard at least one time) for continued prosecution before the Special Masters.

Performance Measurements

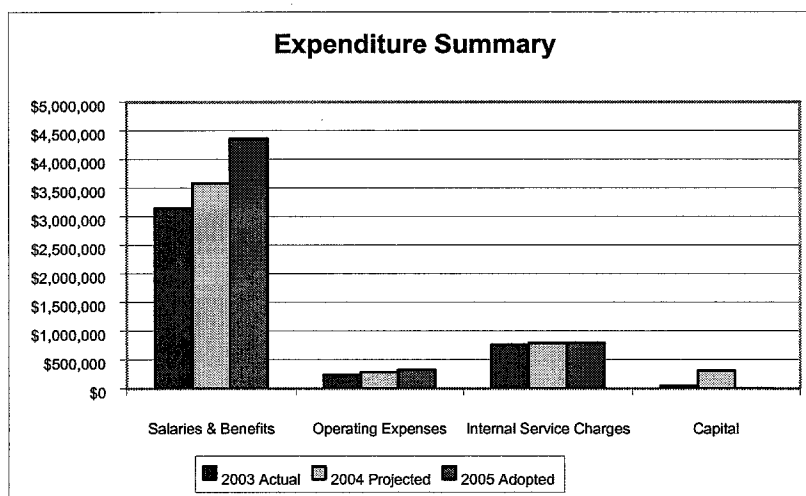
	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Process/issue building and trade permits.	15,989	20,128	20,000	20,000
Perform building and trade Plans reviews	32,006	33,072	30,000	30,000
Perform inspections for trade/ Building permits	81,964	85,617	80,000	80,000
Perform inspection for business License applications	1,611	1,641	1,700	1,700
Process complaints received	678	698	700	700
Issue notices of violations	875	998	900	900
Prepare/prosecute violations Before the Special Master.	377	300	300	300
Process/issue Certificates of Occupancy and Certificates of Completion.	727	788	750	750
Process/issue occupant content. Certificate for Establishments.	31	53	40	40
Process/issue (40-yr) Building Recertification Letters	211	205	250	250
Certificates	110	77	100	100
Process/issue property research	824	1094	1000	1000
Respond to emergency closing at Buildings & initial remedial actions.	25	25	25	25

Departmental Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
REVENUES					
Permits-Building	\$ 2,314,961	\$ 2,521,065	\$ 2,875,000	\$ 2,890,511	\$ 2,875,000
Permits-Electrical	537,619	893,957	820,000	755,431	665,000
Permits-Elevator Inspection	247,233	156,244	410,000	471,143	295,000
Permits-Elevator Witness	165,784	35,400	0	270,000	170,000
Permits-Plumbing	523,349	856,047	705,000	445,284	600,000
Permits-Mechanical	322,400	553,283	475,000	423,381	400,000
Certificate of Occupancy	379,264	313,271	172,500	709,937	335,000
Certificate of Completion	84,996	74,386	84,000	268,000	84,000
Permits-Bldg Recertification	20,500	12,500	17,250	43,875	28,000
Permits-Demolition	66,310	62,440	11,500	99,105	50,000
Microfilm-Bldg Department	14,885	15,155	15,000	22,675	17,000
Reimbursement-Radon	27,654	37,922	30,000	77,859	50,000
Bldg.Code Violations	117,442	74,791	224,677	235,598	60,000
TOTAL	\$ 4,822,397	\$ 5,606,461	\$ 5,839,927	\$ 6,712,799	\$ 5,629,000

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 2,774,086	\$ 3,151,502	\$ 3,564,792	\$ 3,581,588	\$ 4,359,212
Operating Expenses	466,434	238,350	270,339	285,985	322,300
Internal Service Charges	734,131	758,472	714,974	789,039	794,697
Capital	(4,956)	43,887	18,150	309,481	6,150
TOTAL	\$ 3,969,695	\$ 4,192,211	\$ 4,568,255	\$ 4,966,093	\$ 5,482,359

Budgeted Positions	56 + 1 PT	56 + 1 PT	54 + 1 PT	63 + 1 PT
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Budget Highlights

- Funding is provided for 63 full time positions and 1 part time position. Nine of these positions were approved during FY 04 to address the increased volume of permit requests and provide better customer service. Funding for projected merit, COLA and insurance increases is also included.
- Funding is provided in the OBPI Budget for an Information Systems Analyst to work with the Building Department on maximizing the performance of software applications including the permitting system, handheld computers, interactive voice response system, and the new queuing system for walk throughs.

Budget History

FY 03/04

- Funding is provided for 54 full time positions and 1 part-time position. It also includes funding for projected merit, COLA and insurance increases.
- Savings of \$84,059 were achieved by eliminating a Data Entry and a Clerk position as well as a vacant Inspection Services Coordinator position, reducing outside contractual personnel, and reducing various operating costs.
- Additional revenues were generated from the sale of elevator key lock boxes (\$14,300), additional mailing of notices for expired permits (\$78,000), and contributions (\$17,261) from the Building Training Trust Fund.
- Building permit fees were raised by 15% for the first time in over 10 years and are projected to generate additional revenues of \$679,650.
- A Sr. Building Inspector has been added at a cost of \$84,677 that will generate at least an equal amount in revenues for fines collected for building violations prosecuted before the Special Master.

FY 02/03

- Filling of a vacant Inspections Services Coordinator position was deferred for one year at a savings of \$51,173 and reductions in operating costs resulted in additional savings of \$18,280

FY 01/02

- Funding of \$84,500 was included for an additional Chief Structural Plans Examiner to address the work volume and reduce the need for outside consultants.
- Weekend inspection program was initiated on a trial basis for the convenience of citizens requesting inspections.

FY 00/01

- Pursuant to the Business Resolution Task Force recommendation, this budget includes funding (\$206,838) for one Senior Building Inspector, two Building Inspectors, two Data Entry Clerks, and an Information Officer (shared with Planning), to better serve the public. An additional Information Services Coordinator and two Senior Building Inspector positions were created at mid-year.

FY 99/00

- The budget included the addition of one position (\$22,400) to reduce the waiting period for processing applications at the Building counter. It also provided \$13,000 for the reclassification of an existing vacant position to manage the department's records and archives.

FY 98/99

- The budget included the addition of two positions (\$75,000) to enhance the plans review and inspection operations.

PLANNING

Mission

The Department is responsible for developing, refining, and effectuating a comprehensive urban planning vision for Miami Beach. The goal of this vision is to preserve the integrity of the City's unique design heritage, enhance the quality and diversity of the urban experience, inclusive of its residential neighborhoods, business districts, and resort, recreation and entertainment areas. Further, the Department generates and applies regulatory standards and policies with a view toward ensuring that the city perpetuates its tradition of progressive urban design and planning leadership, which continues to gain national and international recognition.

Major Accomplishments

- Continued expansion of development review by planning staff.
- Continued accommodation of large development review board applications.
- Continued and professional processing of development review applications.
- Comprehensive revisions to the Design Review section of the City Code.
- Designation of the Collins Waterfront Historic District.
- Designation of Pine Tree Drive Historic Site.
- Conducted a successful design charette for the North Beach area.
- Successful review and subsequent approval by the City Commission of zoning map changes resulting in the Future Land Use Map and the Official Zoning Map being in harmony.
- Continued efforts in streamlining the development review processes.

Goals and Objectives

PLANNING GOALS

- Meet State and County mandated planning requirements.

1. Coordinate Comprehensive Plan amendment process no more than two times per year by establishing amendment hearings, preparing City Comprehensive Plan changes with the assistance of a consultant, and reviewing/preparing recommendations on privately requested amendments on an as-needed basis, including small scale amendments.
 2. Coordinate with local and state planning agencies on all comprehensive planning matters as required by State statutes.
- Coordinate and create neighborhood, and urban design plans.
 1. Create and assess the City as a whole to identify neighborhood areas in need of comprehensive planning attention to assure appropriate development.
 2. Develop plans, prepare special studies and create urban design plans as identified by the staff, or as requested by the City Administration, City Commission and Planning Board.
 3. Guide city contracted consultants in the preparation of master plans, project designs, urban development guideline and special studies.
 4. Guide and review all plans and design specifications for capital improvement projects proposed by city departments citywide (e.g. parks development, streetscape improvements, waterways and waterfront enhancements, public utilities, structures, etc.).
 - Provide planning guidance to the City's parking and transportation system.
 1. Recommend appropriate sites for parking lots and garages which are compatible with their respective urban environment.
 2. Review citywide parking policies and regulations for possible refinements to be responsive to the evolving urban context and changing public need.
 - Provide professional guidance as well as technical and administrative support, to the Planning Board.
 1. Review, analyze and make recommendations for Zoning Ordinance amendments, conditional uses and lot split approval.
 2. Provide guidance and counseling assistance to all applicants in the preparation of their applications to the Board.

3. Prepare agenda packages, minutes, public notices, property owner notifications and Final Orders for conditional uses; provide other support services for regular monthly public meetings and special workshops.
- Provide professional assistance and information to the public and other agencies.
 1. Respond to all inquiries and requests for assistance made by telephone, written correspondence or personal visits regarding planning issues.
 2. Develop and provide specialized information for public dissemination (e.g. design guidelines, paint brochure, zoning information, etc.).
 3. Monitor and update the Department pages on the City's Website on the Internet.
 - Propose amendments to the zoning ordinance which addresses the City's Planning Objectives.
 1. Analyze existing regulations and the built environment to recommend appropriate amendments to the zoning ordinance to ensure an appropriate and compatible development.

ZONING GOALS

- Review all development plans to assess compliance with the regulations of the zoning ordinance.
 1. Review all new construction and rehabilitation building permit plans.
 2. Provide preliminary review of all PB/DRB/HP applications for zoning compliance and the potential need for zoning variances.
 3. Expedite the zoning approval of minor projects through daily "walk-thru" process.
 4. Provide guidance and counseling assistance relative to major development projects that require variances and assess and redirects those requests which are found inconsistent with the City's planning objectives.
 5. Review plans for new construction, rehabilitation or change of use for purposes of determining compliance with the Concurrency requirements of the City Code and Comprehensive Plan. Analyze impact and assess appropriate mitigation if deficiencies are identified.
- Assess and evaluate zoning compliance of the built environment.
 1. Verify by way of site inspections, compliance of the Board of Adjustment conditions of approval.

2. Advise the Code Compliance Department of any violations observed during the course of regular field inspections.
 3. Conduct field inspections to ascertain compliance of the built structure with respect to Development Orders and building permit plans.
- Provide professional guidance as well as technical administrative support to the Board of Adjustment.
 1. Identify provisions of the Zoning Ordinance which need amendments.
 2. Prepare detail administrative grounds for denial, identifying zoning variances required for the development of projects.
 3. Prepare agenda packages, minutes, public notices, property owner notifications and Final Orders for variance requests; provide other support services for regular monthly public meetings.
 4. Provide staff support to the Board in its capacity as Property Maintenance Standards Appeals Board and Flood Plain Management Board.
 - Evaluate and verify regulatory compliance with regard to licensing of businesses and uses.
 1. Verify compliance of all appropriate regulation of all State alcoholic license applications and provide zoning approval when appropriate.
 2. Verify compliance of all regulations for all occupational licenses and certificates of use and provide zoning approval when appropriate.
 3. Verify compliance with the approved plans for completed structures requesting a Certificate of Occupancy or a Certificate of Compliance and provide zoning approval when appropriate.
 4. Verify compliance with the off-street parking requirement for all businesses or uses through the actual provision of the spaces, the parking credit system or the payment of a parking impact fee.

HISTORIC PRESERVATION GOALS

- Identify and evaluate the City's Historic and Architectural Design assets for the purpose of affording preservation protection as appropriate.
 1. Survey, evaluate and recommend relative to individual structures, neighborhood areas, historic roadways and waterways, public spaces and landscaping.

2. Apprise local property owners of distinct advantages and benefits that preservation of historic and architectural asset affords and promotes. Meetings and dissemination of materials at public hearings, workshops, and the Internet.
 3. Research and prepare all documentation necessary to substantiate the professional rationale for the designation of historic sites, structures, places, throughout the city inclusive of research and analysis of all the structures within the respective site(s) or districts.
 4. Research and analyze the historical development of these sites or districts as well as current conditions, uses, development and trends.
- Provide Professional guidance, as well as technical and administrative support, to the Historic Preservation Board (HPB) and Design Review Board (DRB).
 1. Review, analyze and make recommendations relative to proposed amendments to DRB/HP sections of the Zoning Ordinance as appropriate, design review approvals of projects in historic districts, Certificates of Appropriateness for Demolition, and historic designations.
 2. Provide proactive and comprehensive guidance and counseling assistance to all applicants in the preparation of their applications to the Board in order to enhance the quality of their proposals to the Board.
 3. Prepare agenda packages, minutes, public notices, property owner notifications, and Final Orders for Certificates of appropriateness for Demolition and Rehabilitation, and provide other support services for regular monthly public meetings and special workshops.
 4. Identify Historic Preservation priorities and develop a detailed annual work program.
 5. Monitor the efficiency of current guidelines and propose revisions and addition as appropriate, to address deficiencies as well as changing needs and conditions in the city.
 - Ensure present and future viability of the historic integrity of the city as a whole in order to ensure that future generations may continue to experience and appreciate the dynamic development and design engine that created this internationally recognized resort community.
 1. Work with property owners, developers and architects to ensure that the architectural integrity is preserved while retrofitting buildings, in consideration of current technological usage needs in order to assure the continued economic viability of said buildings.

URBAN DESIGN AND HISTORIC PRESERVATION

- Promote, guide and enhance the process for appropriate urban design which affects all new construction and redevelopment throughout the entire City.
 1. Monitor and evaluate the pertinent urban design appropriateness and planning review criteria, standards and neighborhood plans in order to modify, augment, and enhance and update, as deemed necessary to address deficiencies and changing needs.
 2. Provide a professional and competent level of service to Architects, Designers, Realtors, Engineers, Attorneys, property owners, tenants, and the citizens in general, relative to comprehensive and interpreting City-wide urban design appropriateness and planning standards.
 3. Maintain a level of design and urban planning proficiency and professional staff through Professional Certifications, involvement with local urban design and planning organizations and professional publications.
 4. Maintain and expand a Department library in order to have the resources for making informed and credible recommendations and decisions relative to all urban design, historic preservation and planning matters.
- Provide professional, guidance as well as technical and administrative support to the Design Review Board (DRB) and the Historic Preservation Board (HPB).
 1. Provide proactive, comprehensive and professional guidance and counseling to all applicants in the preparation of their applications in order to enhance the quality of their proposals before they are formally submitted to the Board.
 2. Review, analyze and make recommendations for all applications before the DRB, and HPB. This includes field work, internal meetings and the evaluation of all projects relative to their existing locations, as well as the legal basis for any action taken by the Board.
 3. Prepare agenda packages, minutes, public notices, property owner notifications and Final Orders for all applications which come before the DRB.
 4. Conduct field inspections during and immediately prior to the completion of construction for all projects requiring a building permit to determine compliance with all conditions of approval imposed by staff, or the HPB.
 5. Facilitate special public meetings and special workshops for the DRB Joint HPB.
- Provide professional, competent guidance as well as technical and administrative support, to staff level Design Review process.

1. Provide proactive, comprehensive and professional guidance and counseling to all applicants in the preparation of their application in order to enhance the quality of their proposals.
 2. Review, analyze and take action on all applications for minor improvements to the exterior and public interior areas of all new construction and renovations. This includes field work, internal meetings and the evaluation of all projects relative to their existing locations.
 3. Prepare and process any appeal of staff level actions to the DRB and HPB.
 4. Maintain a comprehensive database and filing system for all design review applications acted upon by the Department staff, the DRB and the HPB.
- Provide professional, competent guidance as well as technical support, for all urban design matters to the Planning Board, Board of Adjustment, the illegal Units process and all affected City Departments.
 1. Provide proactive, professional guidance and counseling to the staff of the Planning Board, including specific recommendations, relative to any urban design issues affecting requests for Conditional Uses, Zoning Ordinance Amendments, and extensions of time.
 2. Provide professional guidance and counseling to the staff of the Board of Adjustment, including specific recommendations, relative to any urban design issues affecting requests for variances.
 3. Provide professional guidance and counseling to the Parking Department, including specific recommendations, relative to all urban design issues affecting proposed existing parking lots and garages.
 4. Provide professional guidance and counseling to the staff of the Illegal Units process, including specific recommendations, relative to all urban design issues affecting any request for the legalization of residential units.
 5. Provide guidance and counseling to staff of the Economic Development Department, including specific recommendations, relative to all urban design issues affecting CDBG funding, affordable housing and community development projects.
 - Review all development plans to assess compliance with the requirements of the Design Review Board or Historic Preservation Board.
 1. Review all new construction and rehabilitation building permit plans.
 2. Expedite the Design Review approval of minor projects through daily "walk-thru" process.

3. Provide guidance and counseling assistance relative to major development projects.
 4. Conduct field inspections during and immediately prior to the completion of construction for all projects requiring a building permit to determine compliance with all conditions of approval imposed by staff, or the DRB.
 5. Facilitate special public meetings and special workshops for the DRB and HPB.
- Provide professional, competent guidance as well as technical and administrative support, to staff level Design Review process.
 1. Provide proactive, comprehensive and professional guidance and counseling to all applicants in the preparation of their application in order to enhance the quality of their proposals.
 2. Review, analyze and take action on all applications for minor improvements to the exterior and public interior areas of all new construction and renovations. This includes field work, internal meetings and the evaluation of all projects relative to their existing locations.
 3. Prepare and process any appeal of staff level actions to the DRB and HPB.
 4. Maintain a comprehensive database and filing system for all design review applications acted upon by the Department staff, the DRB and the HPB.
 - Provide professional, competent guidance as well as technical support, for all urban design matters to the Planning Board, Board of Adjustment, the Illegal Units process and all affected City Departments.
 1. Provide proactive, professional guidance and counseling to the staff of the Planning Board, including specific recommendations, relative to any urban design issues affecting requests for Conditional Uses, Zoning Ordinance Amendments, and extensions of time.
 2. Provide professional guidance and counseling to the staff of the Board of Adjustment, including specific recommendations, relative to any urban design issues affecting requests for variances.
 3. Provide professional guidance and counseling to the Parking Department, including specific recommendations, relative to all urban design issues affecting proposed existing parking lots and garages.
 4. Provide professional guidance and counseling to the staff of the Illegal Units process, including specific recommendations, relative to all urban design issues affecting any request for the legalization of residential units.

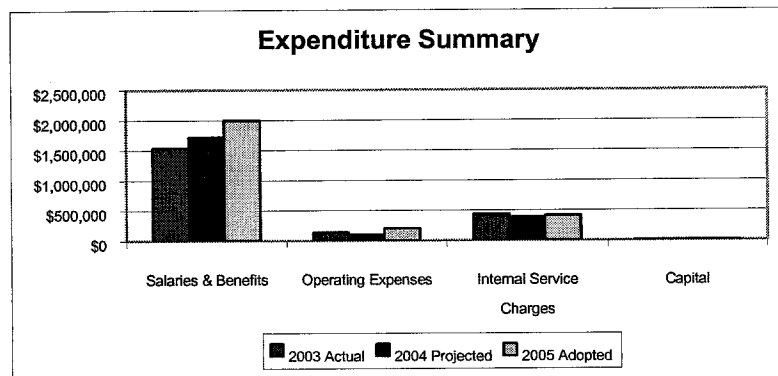
5. Provide guidance and counseling to staff of the Economic and Community Development Department, including specific recommendations, relative to all urban design issues affecting CDBG funding, affordable housing and community development projects.
- Review all development plans to assess compliance with the requirements of the Design Review Board or Historic Preservation Board.
 1. Review all new construction and rehabilitation building permit plans.
 2. Expedite the Design Review approval of minor projects through daily "walk-thru" process.
 3. Provide guidance and counseling assistance relative to major development projects.
 4. Review, analyze and make recommendations for Zoning Ordinance amendments, conditional uses and lot split approval.
 5. Provide guidance and counseling assistance to all applicants in the preparation of their applications to the Board.
 6. Prepare agenda packages, minutes, public notices, property owner notifications and Final Orders for conditional uses; provide other support services for regular monthly public meetings and special workshops.
 - Provide professional assistance and information to the public and other agencies.
 1. Respond to all inquiries and requests for assistance made by telephone, written correspondence or personal visits regarding planning issues.
 2. Develop and provide specialized information for public dissemination (e.g. design guidelines, paint brochure, zoning information, etc.).
 3. Monitor and update the Department pages on the City's Website on the Internet.
 - Propose amendments to the zoning ordinance which addresses the City's planning objectives.
 1. Analyze existing regulations and the built environment to recommend appropriate amendments to the zoning ordinance to ensure an appropriate and compatible development.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Respond to on-site building inspection requests within three business days after notification, 95% of the time.	576	606	600	600
Review all regular plans for compliance with applicable zoning regulations and design requirements with an average turnaround time of ten business days or less, 100% of the time.	3649	2967	3500	3500
Respond to requests for zoning verification letters and condo conversion letters within five business days of receipt, 95% of the time.	156	200	200	200

Financial Summary

Expenditure Summary	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 1,420,832	\$ 1,536,799	\$ 1,740,172	\$ 1,719,985	\$ 1,991,138
Operating Expenses	92,800	139,610	152,985	101,689	203,360
Internal Service Charges	496,620	434,500	391,997	384,357	414,446
Capital	19,300	5,307	2,000	6,605	6,650
TOTAL	\$ 2,029,552	\$ 2,116,216	\$ 2,287,154	\$ 2,212,636	\$ 2,615,594
Budgeted Positions	26	26	26		28



Budget Highlights

- This budget provides \$50,000 to fund an Impact Fee Consultant to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system.
- An additional \$68,743 has been provided for a Senior Planner to support the consultant. This program will potentially generate \$200,000 to \$250,000 per year in the future.
- Funding of \$68,743 is provided for an additional Senior Planner dedicated to neighborhood open space/landscape planning.

Budget History

FY 03/04

- This budget includes merit, COLA, and insurance increases for 26 positions.
- Savings of \$83,633 were achieved by eliminating a vacant Sr. Planner position that had been deferred in FY 03 as well as reductions in operating costs.
- An Office Associate III has been added (\$34,835) to assist the newly added Concurrency review function in order to streamline the development review process.
- A Sr. Planner position has been funded 50% in the Planning Department and 50% in the CIP Department.

FY 01/02

- Funding provided (\$9,454) for the reclassification of an existing Planner position to a Senior Planner position for the Neighborhood Planning Section.

FY 00/01

- Funding provided for positions recommended by the Business Resolution Task Force: one Field Inspector, two Planners, one Senior Planner, and one Information Officer funded equally by the Planning and the Building Department, (\$194,631).

FY 99/00

- This budget includes the funding of a Senior Planner and two Planner positions (\$146,000) for the new Neighborhood Planning Team.

FY 98/99

- This budget includes funding (\$89,000) for a new Assistant Director position.

TOURISM & CULTURAL DEVELOPMENT

Mission

The mission of the Tourism & Cultural Development (TCD) Department is to provide focused leadership amongst the various City and community based organizations that promote culture and tourism in our region. This Office supports, maintains and develops quality programs, which generate, satisfy and enhance the City's cultural institutions and infrastructure, as well as the City's cultural and tourist industries, while striving to provide year-round tourist attractiveness of Miami Beach that enhances the visitors experience and the quality of life of our residents.

The department was established to centralize the City's tourism and cultural initiatives and programs through the unification of the Special Events Office, Film and Print Office, Art in Public Places, Cultural Arts Council, Bass Museum of Art, Convention Center, Jackie Gleason Theater, and the Office of Tourism and Conventions. TCD also partners with the Miami Beach Visitor and Convention Authority (VCA) and the Greater Miami Convention and Visitor Bureau (GMCVB) to market and promote the City of Miami Beach as a destination. The aforementioned areas have been reorganized into functional areas (Entertainment, Culture and Tourism) based upon their core business to gain efficiencies and take advantage of potential synergies. Please refer to the organizational chart for a detailed illustration of the reorganization.

Departmental Goals

- Encourage, develop and promote the image of Miami Beach locally, nationally and internationally as a cultural anchor and international tourist destination
- Cooperate and communicate productively with partners, including the VCA and GMCVB
- Identify and develop the Miami Beach brand
- Identify the economic impact of the arts, culture and entertainment industries on our community
- Commit to developing a long-term plan for allocation of resources to build the uniqueness of Miami Beach as a great community and tourism destination
- Promote cultural arts programs that positively impact tourism in Miami Beach
- Promote summer season marketing campaign and coordinate effective and enhanced programs for the summer festival season.

- Formulate comprehensive and strategic approaches to building effective cultural and tourism programs
- Develop a strategic plan for all encompassing divisions and entities under TCD
- Develop and pursue cultural initiatives that enhance the quality of life for our residents and visitors
- Foster potential partnerships and collaborations with organizations throughout the county and region
- To help create and sustain a nurturing cultural environment for artists, cultural organizations and audiences
- Enhance the character of Miami Beach through public art acquisition and display
- Continue and further develop one centralized cultural arts grants program for the City of Miami Beach
- Create and promote activities, events and projects that develop and promote the cultural environment and image of Miami Beach
- Conduct a facilities assessment and plan for effective and efficient management of the City's cultural facilities.

Major Accomplishments

- Issued RFP, reviewed bids, and selected and contract consultant to perform analysis of Greater Miami Convention and Visitor Bureau to best assess structure to serve City of Miami Beach.
- Monitored Greater Miami Convention and Visitor Bureau contract and performance.
- Revamped Cultural Arts grants processes
- Promoted self sustaining arts operations
- Developed Strategic Public Art Master Plan
- Adopt the 5-year Public Art Master Plan.
- Amended the Art in Public Places ordinance to clarify eligible projects.

Departmental Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
General Fund	\$ 200,314	\$ 248,351	\$ 203,500	\$ 263,900	\$ 399,350
State Major Cult Inst	74,596	114,082	50,860	50,860	77,013
Cultural Arts Council	974,963	847,696	893,388	801,687	1,406,294
Convention Center/TOPA	12,478,247	13,397,325	14,160,053	13,971,396	14,572,374
Total	\$ 13,728,120	\$ 14,607,454	\$ 15,307,801	\$ 15,087,843	\$ 16,455,031

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
General Fund	\$ 1,559,644	\$ 1,638,860	\$ 1,814,779	\$ 1,657,295	\$ 2,397,835
State Major Cult Inst	74,596	114,082	50,860	50,860	77,013
Cultural Arts Council	994,336	829,403	893,388	629,496	1,406,294
Convention Center/TOPA	12,478,247	13,397,325	14,160,053	13,971,396	14,572,374
Total	\$ 15,106,823	\$ 15,979,670	\$ 16,919,080	\$ 16,309,047	\$ 18,453,516

GENERAL FUND Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 755,670	\$ 825,609	\$ 904,530	\$ 902,209	\$ 1,195,548
Operating	366,133	370,059	375,994	256,018	657,457
Internal Services	436,182	443,192	534,255	497,739	544,830
Capital	1,659	0	0	1,329	0
Total General Fund	\$ 1,559,644	\$ 1,638,860	\$ 1,814,779	\$ 1,657,295	\$ 2,397,835

Budgeted Positions					
General Fund	15.50 + 5 pt	15.50 + 5 pt	15.50		16.53
Art in Public Places	0.50	0.50	0.50		0.47
State Major Cult Inst	1.00	1.00	0.00		0.00
Cultural Arts Council	2.00	2.00	2.00		2.00
Tourism/Protocol	2.00	2.00	2.00		2.00
Convention Center/TOPA	*	*	*		*
Total Budgeted Positions	21.00 + 5 pt	20.00 + 5 pt	20.00		21.00

* Convention Center and Theater staff are employees of SMG.

ENTERTAINMENT DIVISION

Mission

To contribute to the stability, diversity, growth and well being of the City of Miami Beach economy by serving as the recognized leader in encouraging, coordinating, promoting and enhancing the expansion of quality entertainment, including film, print, music, and special events, throughout the community building upon Miami Beach's position as an international center for entertainment.

• Film and Print Office

1. The Film and Print Office determines the viability and legitimacy of each proposed film, television and photography project based upon data provided by each applicant.
2. Assists productions by coordinating City services and acting as a liaison with the needs of the City's residential and business communities, as per Film and Print Guidelines.
3. Promotes and encourages the use of City of Miami Beach locations through direct location requests and marketing campaigns which include location scouting, photo library, print advertising, collateral material, fam tours and targeted outreach through industry events and trade associations.
4. Promotes and encourages Miami Beach as an ideal choice of hotel and office "base" locations, by highlighting the quality of the hotels, restaurants, nightlife and amenities found in Miami Beach.
5. Promotes and encourages future production through development of local and statewide incentives and, with industry and community input, continual reviews of the Film and Print Guidelines to create an easier and more satisfying production experience in the City of Miami Beach.
6. Works with Miami Beach Economic Development towards the furthering of the entertainment industry infrastructure on Miami Beach, through assistance with business, trade and award show relocation.
7. Attends and participates in industry meetings as the City's representative for the production industry, and coordinates industry activities with representatives of national, state, county, and other municipal agencies towards enhancing Miami Beach's image in the production industry.
8. Provides information and support to the media and distributes statistical reports on a weekly and monthly basis. Maintains database on the film/print industry.

- **Special Events Office**

1. Acts as a central clearinghouse between the City of Miami Beach and applicants who wish to produce a special event in Miami Beach.
2. Performs field inquiries to determine feasibility and assesses potential impact issues.
3. Coordinates with representatives of various neighborhood associations, state, county agencies and city services, including Police and Fire Rescue. Obtains all permits and licensing required for each event.
4. Calculates, collects and manages accounts for all applicable fees and deposits, including concession agreements and user fees, and collects indemnification, insurance certificates, schematics, building permits, parking permits, and other requirements per Special Event Guidelines.
5. Maintains the City's Special Events website section.
6. Coordinates City produced special events, including managing the budget and production schedule.
7. Assists administration efforts to formulate citywide major event policies and procedures.
8. Targets desirable events to support "Festival Season" collaboration with Miami Beach VCA and GMCVB.

- **Art in Public Places**

1. Art in Public Places enhances the character of Miami Beach through recommendations for public art commission, acquisition, maintenance, and display.
2. The Master Plan provides for implementation of public art considerations to compliment the visual landscape and to enhance the citywide public experience.
3. The Committee reviews construction projects for public art suitability and makes recommendations to the City Commission following a selection process.
4. The Program manages public art projects and facilitates collaboration with other city agencies.

- **Fine Arts Board**

1. The Program promotes the work of contemporary visual and cultural artists through year round display of local artwork and annual exhibit of nationwide artists.
2. The Board recommends and curates indoor public spaces for local art display.
3. The Committees conduct year round recruitment of artists, patrons, and sponsors to enhance the artistic fabric and to support the economy of the North Beach community.

Major Accomplishments

- **Film and Print Office**

1. The Film & Print Office estimates issuing 1400 permits in FY 2003/2004, which represents a reported \$55,000,000 in production dollars spent in the City of Miami Beach. Fiscal Year 2002/2003 reached record numbers with a reported \$74,126,346 spent in production dollars with 1,433 permits issued. FY 2003/2004 brought a noticeable increase in the fashion photography permitting, which had tailed off in previous years. An increase in local telenovella location production, series location work of "CSI:Miami," "Karen Sisco," and "Nip/Tuck" as well as televised events like "Dancestar," "MTV Video Music Awards Latin America," and "MTV Spring Break" contributed to the television sector becoming the second biggest factor in Miami Beach permitting.
2. Worked with local and statewide representatives to foster funding for the production incentive bill (HB1149), which passed in 2003.
3. Continued to foster its relationship with the Greater Miami Convention and Visitors Bureau, as well as the Miami-Dade and City of Miami film offices, furthering initiatives towards virtual one-stop permitting, community-wide cooperative marketing opportunities and an overall stronger community message towards the production industry. New incentives were created to help Miami Beach compete with other popular areas as a production location. The City of Miami Beach's Film and Print's relationship with the Miami-Dade and City of Miami's film offices were enhanced, leading to community-wide cooperative marketing opportunities.

- **Special Events**

1. In fiscal year 2003/2004 the Special Events Division issued close to 280 special events permits and collected close to \$216,833 in revenues. Recognizing the value of television as a marketing tool, in 2003, the City made a concerted effort

to attract quality events that would reach millions of viewer's world wide through the medium of television. Such events include, MTV Video Music Awards Latin America, the International Boat Show and Yacht & Brokerage Show, South Beach Wine and Food Festival amongst many others. The Special Events Division has built effective relationships with residents and business owners throughout the Miami Beach community. This process ensures communication between the neighborhood associations and the City. In addition the Special Events division continues act as a main communication hub between our residents, and corporate America ensuring the success of future Special Events in Miami Beach.

2. The Entertainment Industry worked with 14 entertainment industry related trade shows and conferences, including the first MTV Video Music Awards Latin America. Assisted in the implementation of the City's Major Events Plan for Memorial Day Weekend, Art Basel, New Year's Eve and other events. In addition conducted the annual inventory and needs assessment of the entertainment industry and all office space citywide. Liaison to Production Industry Council, Nightlife Task Force, Lincoln Road Marketing, Chambers of Commerce.
3. Tradeshows and Award Shows
 - a. **Ultra Music Festival** (March 6, 2004) – www.ultramusicfestival.us The opening event of the Winter Music Conference at Bayfront Park is the largest music festival of its kind in the United States with over 40,000 attendees.
 - b. **Winter Music Conference** (March 6 – 10, 2004 – www.wintermusicconference.com). The 19th anniversary of the premiere dance music conference in the world. There should be about 12,000 attendees with over 250 events and showcases taking place in the City of Miami Beach.
 - c. **M3 Miami-Multimedia Music Conference** (March 6 – 10, 2004 – www.m3summit.com) Executive summit and artists showcases with an emphasis on new technology.
 - d. **Funksion Fashion** (March 4 – 8, 2004) – Five day fashion showcase for the fashion and music industry.
 - e. **International Dance Music Awards Show** (March 8, 2004) – www.wintermusicconference.com The premiere awards show for the dance music industry.
 - f. **Dancestar Music Awards Show** (March 9, 2004) – www.dancestarusa.com Televised dance music awards from Ocean Drive.

- g. **Billboard Latin Music Conference** – April 26 – 29, 2004 – www.billboardevents.com The longest running and most prestigious Latin music conference with over 1,000 industry executives taking place at the Eden Roc Hotel.
- h. **Telemundo Billboard Latin Music Awards Show** – April 28, 2004 – www.billboardevents.com This show is at the Miami Arena and the after-parties in Miami Beach.
- i. **Fashion Week of the Americas** (May 13 – 16, 2004 www.sobol-fashion-prod.com) Fashion show showcasing Latin American designers.
- j. **CLIO Festival** (May 15 – 19, 2004) – www.clioawards.com Four day festival for the international advertising and design industry. This is the 45th year of the festival.
- k. **CLIO Awards** (May 17 – 18, 2004) – www.clioawards.com Awards show for the advertising industry in areas of TV, print, outdoor, radio, integrated media, innovative design, internet, content and contact and student work.
- l. **American Black Film Festival** (July 14 – 18, 2004) – www.abff.com The premiere film festival in the United States dealing with African-American film makers.
- m. **NYSNC** (July 23 – 25, 2004) – Challenge for the Children Foundation Charity weekend will again take place in South Beach.
- n. **Billboard R & B Hip-Hop Conference and Awards Show** (August 4 – 6, 2004) - www.billboardevents.com At the Roney Palace this will be the third year that this conference is held in Miami Beach.
- o. **Art Basel Miami Beach** (November 30 – December 5, 2004) – www.artbaselmiamibeach.com The Third Edition of the fair has become the defining art fair of the Western Hemisphere.
- p. **Art Miami** (Jan 6 – 10, 2005) – www.art-miami.com This will be the 14th Edition of the fair.

- **Art in Public Places**

1. Legislation was adopted to amend the Art in Public Places Ordinance with regard to the selection process and joint private/public projects.
2. A five-year public art master plan was developed.

3. Works in progress include the North Shore Bandshell Park Beatles Mandala, South Pointe Corona and Collins Park projects.

- **Fine Arts Board**

1. The Fine Arts Board relocated the annual Festival of the Arts to Ocean Terrace in North Beach, and has transitioned production of this signature event to the North Beach Development Corporation.
2. The board will focus on year-round recruitment efforts to grow the artist, patron, and sponsor base for public relations and marketing of the arts in North Beach. New components such as the featured artist program, the local artist initiative, and the youth gallery, have elevated the community awareness, the signature arts event appeal, and the enhancement of the arts in North Beach incentive.
3. The Fine Arts program has expanded to include the development of a plan to curate city facility indoor exhibit spaces featuring, the public art gallery on the 4th floor of City Hall with a year round rotation of key exhibits.

Goals and Objectives

- **Film and Print Office**

1. Expand the potential for the Film & Print Industry by facilitating and stimulating production, business relocation and industry markets/ festivals on Miami Beach.
 - a. Provide client services for productions in Miami Beach to ensure a positive experience for producers, residents and area businesses.
 - b. Increase efficiency of permit process and customer service support.
 - c. Develop programs that encourage and support productions during low season and in less utilized areas.
 - d. Continue to develop Internet based permit process and online information services.
 - e. Reinforce city position as production industry leader through marketing programs.

- **Special Events Office**

1. Revise Special Events policies to conserve and allocate the City's resources, both in terms of personnel and of the natural areas and infrastructure and to adequately protect public safety and the safety, health and welfare of neighboring property owners, residents and businesses
 - a. Create and implement a threshold system where the City could determine if it has the available resources to adequately prepare for a special event.
 - b. Revisions made to the Special Events guidelines, which include clauses designed to elevate the quality of productions occurring in the city, having the least impact to its residents and businesses.
 - c. Implement the economic tracking models to study the city-wide economic impact of Special Events.
 - d. Further strengthen communication and consensus building with neighborhood associations and residents city-wide by reevaluating and/or creating a new neighborhood process.
 - e. Revise criteria for the granting and the approval of Special Events Permits.
 - f. Collaborate with VCA and CAC to support and encourage desirable events of international repute, which have positive impact on the local tourism industry.

- **Entertainment Industry Services**

1. Conduct an annual inventory and needs assessment of the existing entertainment and new media firms in Miami Beach.
2. Serve as liaison with prospective firms and encourage their relocation/expansion in Miami Beach.
3. Work to recruit and retain industry trade shows and conventions.

- **Art in Public Places**

1. Enhance the built environment with inclusion of public art installations.
 - a. Administer a planning, review, and selection process for citywide public art projects. Coordinate with Capital Improvements Program projects.
 - b. Partner with other agencies on community public art projects.

- c. Update inventory and create policy for public art in city buildings.
- d. Seek additional funding sources for public art commissions, restorations, and projects.
- e. Adopt a public art master plan tied to C.I.P. program citywide

- **Fine Arts Board**

1. Enhance and promote contemporary visual arts and provide economic stimulation to the North Beach sector.
 - a. Maintain active year round participation from board members and community partners.
 - b. Expand patron program, local artist initiative, and children's exhibition components.
 - c. Increase community partnership with North Beach Development Corp.
 - d. Develop program to curate citywide interior exhibit spaces.
 - e. Build program and media partners to position unique event.

Performance Measurements

	<u>Actual FY 02/03</u>	<u>Budgeted FY 03/04</u>	<u>Projected FY 03/04</u>	<u>Estimated FY 04/05</u>
Film & Print Permits	1,433	1,300	1,400	1,200
Special Events Permits	133	150	280	300

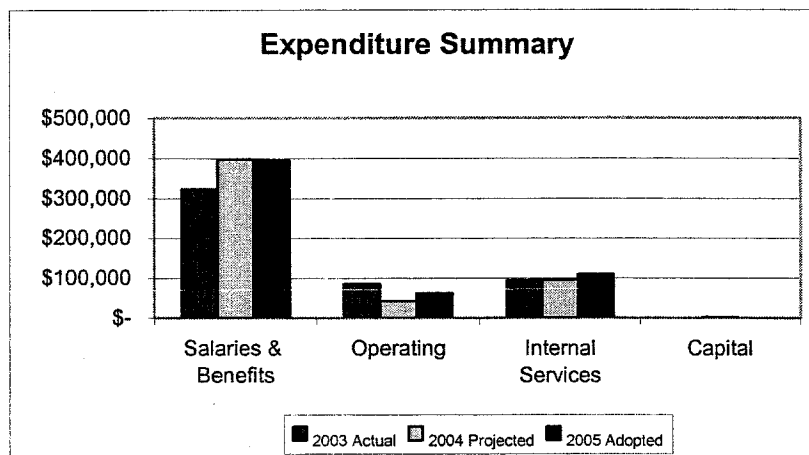
Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Application Fees	\$ 54,750	\$ 62,305	\$ 55,000	\$ 71,639	\$ 60,000
Lummus Park User Fee	5,526	7,786	8,000	12,208	5,000
Concessions					
Non-Beach & Markets	25,092	34,570	50,000	40,413	60,000
Beach	604	12,952	5,000	16,393	5,000
Lincoln Road Markets	26,957	33,021	500	44,372	2,000
Square Footage	31,985	48,392	30,000	47,625	20,000
Beach Vehicle Access	36,900	21,600	18,000	9,250	18,000
Film/Print Beach Access	18,500	27,725	37,000	22,000	48,000
Total	\$ 200,314	\$ 248,351	\$ 203,500	\$ 263,900	\$ 218,000

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 290,656	\$ 322,820	\$ 424,219	\$ 397,285	\$ 395,620
Operating	107,051	85,994	148,428	42,071	61,678
Internal Services	95,911	94,332	101,682	96,494	109,806
Capital	1,659	0	0	1,329	0
Total General Fund	\$ 495,277	\$ 503,146	\$ 674,329	\$ 537,179	\$ 567,104

Budgeted Positions

General Fund	6.50	6.50	7.50	7.53
Special Revenue	0.50	0.50	0.50	0.47
Total Budgeted Positions	7.00	7.00	8.00	8.00



**BYRON/CARLYLE
THEATER
Revenue Area**

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Rentals/Concessions	\$ 0	\$ 0	\$ 0	\$ 0	\$ 77,200
Total	\$ 0	\$ 0	\$ 0	\$ 0	\$ 77,200

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 150,450
Operating	0	0	0	0	160,924
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Total General Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 311,374
SURPLUS/(DEFICIT)	\$ 0	\$ 0	\$ 0	\$ 0	\$ (234,174)
Budgeted Positions	0	0	0	0	0.50

**COLONY THEATER
Revenue Area**

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Rentals/Concessions	\$ 0	\$ 0	\$ 0	\$ 0	\$ 104,150
Total	\$ 0	\$ 0	\$ 0	\$ 0	\$ 104,150

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 110,442
Operating	0	0	0	0	149,483
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Total General Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 259,925
SURPLUS/(DEFICIT)	\$ 0	\$ 0	\$ 0	\$ 0	\$ (155,775)

Budget Highlights

- Savings in operating (\$100,000) were achieved by deferring the hiring of a publicist for a full year.
- The vacant director position was deferred for a full year (\$118,451).
- Funding (\$571,299) is provided for the operation of the Colony Theater and the Byron Carlyle. Projected expenses for eight months of operations for the Colony are \$259,925 with \$104,150 in projected revenues. Projected expenses for a full year of operations for the Byron Carlyle are \$311,374 with \$77,200 in projected revenues.

BASS MUSEUM

Mission

The Museum serves as the major fine arts museum of the City of Miami Beach and its purpose, according to its Mission Statement, is to collect, preserve, exhibit and interpret the visual arts for residents and visitors of Miami Beach, and the region. Essential to this function is the creation of educational programs related to the exhibitions. Central to its mission are the needs of the region's ethnic constituencies, students, artistic community and an international community of scholars. The Bass Museum achieves its purpose by developing and mounting exhibitions from its permanent collections and presenting loan exhibitions from national and international collections, stimulating tourism and providing an important cultural destination for the City.

The Museum's permanent collection is expanded through acquisition by purchase and donation and there is careful coordination of museum activities to enhance the collection, an asset of the City. The Museum cooperatively interacts with other arts and educational institutions at local, state, national and international levels.

The Bass Museum School of Art, located at the 21st Street Community Center offers specialized art classes and is operated by Friends of the Bass Museum, Inc.

The Bass Museum of Art, governed by a Board of Trustees, is a municipally-owned museum, founded in 1964. A contractual agreement executed in 1963 between the City and John and Johanna Bass established in perpetuity its governance. Friends of the Bass Museum, Inc. are the Museum's advisory and fundraising arm.

In its goal to provide quality educational opportunities for residents and visitors the following programs are available at the Museum:

- **MEDIA CENTER** - Links and descriptive summaries of 25 museum/arts web sites in English and Spanish, online art publications and community technology resources have been compiled for future public use. A subscription to the Grove Online Dictionary of Art has been set up.
- **MUSEUM SCHOOL** - A community-access multimedia center is set up at 2100 Washington Avenue with 12 computers; video, web design, and digital imaging software; DSL Internet access; a scanner, two printers, and digital cameras. Improvements were made to the building and Lab equipment and furniture installed. After school classes and weekend programs for teens are featured.
- **Community classes:** Classes teach students to make art while learning new skills in web design, digital video and sound editing, digital imaging, and basic computer and Internet skills. Classes are priced affordably and need-based fee waivers and discounts are available. Bilingual instructors accommodate students who speak only Spanish.

- The Documentary Project - A outreach program has been established that features collaboration between high school students in North Beach and elsewhere in the City and Dade County, Overtown providing contact with artists to learn new media skills and do their own documentary projects about their communities and themselves.
- Bass Museum Web Site - We are continuing to develop the Bass Museum web site that integrates basic information about exhibitions, collections, museum history, programs, and membership. Site visitors may submit a volunteer application online.
- Tours for Adults and Children - A total of 9,500 individuals were served including 8,000 students from under served Miami-Dade schools.
- Art Classes - The Bass Museum School also conducted sculpture classes all year at the Museum School. Fifteen Art to Work students met 2 days per week for instruction in sculpture, drawing, painting photography and digital art.
- Interns - Year-to-date the Museum had a total of 22 interns.

Major Accomplishments

In addition to opening the renovated and expanded Bass Museum (postponed from the previous fiscal year due to construction delays), the Museum accomplished the following:

The Bass Museum of Art received objects worth a total of \$225,600, which will be reviewed by the Board of Trustees for accessioning to the permanent collection.

The following temporary exhibitions were presented:

Treasures from the Collection of the Bass Museum of Art

Ongoing

Ramp and Second Floor Galleries, Isozaki Building

Organized by the Bass Museum of Art

The Bass Museum of Art is one of the very few in the southeastern United States to provide an overview of European painting, sculpture and textiles from the Renaissance to the present, and holds the only such collection in southeast Florida. The dramatic spaces designed for the museum by Arata Isozaki permit a new installation of historic works from the museum's permanent collection. A ramp, leading from the Museum lobby to the second floor galleries, has been designed especially to offer a promenade view of three signature works from the collection: **The Tournament**, a rare and important 16th century Flemish tapestry, and **The Start for the Hunt and The Return from the Hunt**, a pair of 40-foot-long 19th century Belgian tapestries of French design. Two galleries on the second floor feature an installation of the museum's most

significant Renaissance and Baroque paintings, by masters including Botticelli, Ghirlandaio, Rubens, Bol, and Jordaens.

Frida Kahlo: Portraits of an Icon

December 4, 2003 – February 1, 2004

First Floor

Organized by Throckmorton Fine Arts, New York

This selection of portraits of Frida Kahlo brought together the work of some of the most renowned photographers of the twentieth century. It included photographs by modern masters such as Edward Weston, Imogen Cunningham, Manuel Alvarez Bravo, and Martin Munkasci. Works included are by leading photojournalists on assignment such as Gisèle Freund, Bernard Silberstein and Fritz Henle as well as Kahlo's relatives, lovers and friends, many of whom were also accomplished professional photographers, among them Guillermo Kahlo, Nickolaus Muray and Lola Alvarez Bravo. The exhibition was accompanied by a major recent publication with text by Margaret Hooks.

Contemporary Spanish Art from the Fundacion Coca-Cola ESPANA

December 4, 2003 – February 22, 2004

Gertrude Silverstone Muss Gallery, Second Floor, Isozaki Building

Organized by the Bass Museum of Art

This exhibition represented a selection of some of the foremost contemporary Spanish artists from a major collection in Madrid, Spain. The Coca-Cola Foundation in Madrid annually purchases vital new work by Spanish artists under the guidance of some of Spain's top curators. The Foundation is a unique corporate entity which operates a gallery and has a total collection of works numbering over one thousand. The artists in the collection represent Spain's finest and reflect many of the major artistic movements of the last century, including conceptualism, minimalism, pop, expressionism and abstraction. Although the Foundation lends widely in Europe, this exhibition marks the first time many of these works have traveled to the U.S. A full-color catalogue accompanied the exhibition.

Judith Schaechter

December 4, 2003-March 7, 2004

Taplin Gallery, First Floor, Pancoast Building

Organized by the Bass Museum of Art

The Bass Museum of Art presented an exhibition of work by Judith Schaechter. Schaechter's illuminated stained-glass boxes address contemporary social issues, pushing the boundaries of craft and fine art. Born in Gainesville, Florida, Schaechter has lived and worked in Philadelphia since graduating in 1983 from the Rhode Island School of Design Glass Program. She has exhibited widely, including in New York, Los Angeles, and Philadelphia, and at the 2002 Whitney Biennial. She is the recipient of

many grants, including two National Endowment for the Arts Fellowships in Crafts. Her work is in the collection of the Philadelphia Museum of Art, The Corning Museum of Glass, The Renwick Gallery of the Smithsonian Institution, The Metropolitan Museum of Art, and numerous private collections. Judith has taught at The Pilchuck Glass School in Seattle, Rhode Island School of Design, The Pennsylvania Academy, The University of the Arts, and the Pennsylvania Academy of Arts.

Lynda Benglis

December 4, 2003 - June 30, 2004

First Floor and outside the Museum

Organized by the Bass Museum of Art

Known for her exploration of metaphorical, biomorphic shapes, Benglis has balanced abstraction with content and gesture with mass, creating a diverse body of work known for its formal and innovative qualities. She has worked extensively in video and experimented with printmaking, cast paper, painting, drawing, and ceramics, defying many labels, including expressionist, feminist, exhibitionist, pop, funk, minimalist, and post-minimalist. An evocative "poured sculpture" was installed in the museum's reflecting pool. It was complemented by several recent sculptures and a trio of early videos by the artist inside the museum.

Recent Acquisitions to the Permanent Collection

February 3, 2004 – Ongoing

Taplin Gallery, First Floor, Pancoast Building

Organized by the Bass Museum of Art

This exhibition celebrates the many new additions to the Bass Museum's collections which have been generously donated over the course of the last eight years. Important works by artists such as James Rosenquist, Roy Lichtenstein, Pat Steir, Donato Mancini, Robert Goodnough, Mimmo Paladino, Carlos Alfonzo, Purvis Young, Edouard Duval-Carrié, and Thornton Dial will be installed in the museum's large temporary exhibition gallery. They will be joined by major sculpture and installation pieces by talented local artist such as Cooper and Paul Stoppi who were featured in the museum's landmark *globe<miami>island* exhibition of 2001. The larger works in the exhibition will be complemented by smaller works by artists such as Alexander Calder, Ad Reinhardt, Red Grooms, Niki de St. Phalle, Annie Liebovitz, Richard Tuttle, Beverly Pepper and Nancy Wolf installed in the museum's intimate Taplin gallery on the first floor.

François-Marie Banier

March 5–May 30, 2004

Gertrude Silverstone Muss Gallery, Second Floor, Isozaki Building

Organized by the Bass Museum of Art

This highly anticipated exhibition included a selection of photographs and sketches ranging from images of everyday street goers to celebrity portraits by the accomplished French poet, novelist, and *New Yorker* contributor François-Marie Banier. Banier was

born in Paris, France, in 1947. At fifteen, he showed his drawings, “ink thrown on paper,” to Salvador Dali, who found both Banier and his work interesting. Dali remained in close contact over the next fifteen years. At twenty-two, Banier published his first novel and went on to publish theatrical plays. Furtively, he worked on his photography, which he revealed to the public in 1991 in a major exhibition at the Centre Georges Pompidou. While he often focused his lens on nameless individuals in the street, Banier also has documented the lives of more prominent individuals through his photography, some for more than thirty years. Such notables include Vladimir Horowitz, Samuel Beckett, and Johnny Depp. Banier went on to photograph well known personalities such as Mick Jagger, Nicole Kidman, Kate Moss, and Catherine Deneuve, among others. His most recent work involves hand-written texts layered on top of his photographs. This exhibition was previously exhibited at the Maison Européenne de la Photographie in Paris.

The Salon: 18th and 19th Century Portraits from the Collection

March 19–September 19, 2004

Taplin Gallery, First Floor, Pancoast Building

Organized by the Bass Museum of Art

The Bass Museum’s important Rococo and British Grand Manner portraits by such artists as Hyacinthe Rigaud, Jean-Baptiste van Loo, Benjamin West, and Sir Thomas Lawrence were installed in a unique, intimate setting reminiscent of an eighteenth-century *salon d’arts*.

Picasso Suite 347

June 18–September 12, 2004

Gertrude Silverstone Muss Gallery, Second Floor, Isozaki Building

A cycle of 347 prints Picasso made in 1968, considered “the most exhaustive examination of lust . . . anywhere in his oeuvre, and indeed in the history of art” (Donald Kuspit).

Goals and Objectives

- To expand and strengthen the Museum's collections and exhibitions.
 1. Expand exhibitions and collections in the new expanded and renovated Bass Museum, supporting the initiative to improve customer service.
 2. Acquire works of art through donation or purchase, valued at a minimum of \$100,000.
 3. Present six or more temporary exhibitions from the collection and works on loan or in traveling exhibitions.

- To provide quality educational opportunities for residents and visitors.
 1. Operate Media Center with six stations, Internet capability and special programs.
 2. New Information Workshop (NIW) is a set of programs that provide the community increased access to arts and technology resources. These include the Museum School art lab (a 12-computer public-access multimedia center), afterschool programs, workshops, and community classes. Special areas targeted for participation include North Beach, Overtown.
 3. Arrange tours for adults and students.
 4. Provide six-week training for new docents plus training for each exhibition.
 5. Provide applied art training for adults and students at the Museum School throughout the year.
 6. Continue college/university internships in conjunction with local and national institutions of higher learning.
 7. Provide lectures, concerts, and films to complement the collection and special exhibitions.
 8. Conduct programs designed for minorities, elderly, people with disabilities, the intellectually gifted and those for whom English is a second language

Performance Measurements

All programs and exhibitions are evaluated through surveys, docent observation, staff observation and Advisory Programs and Collections Committee review. Incentives to complete surveys are offered, e.g. a free trial membership, a free item from the gift shop, etc. Surveys contain demographic questions and pertaining to exhibitions, installations and overall quality of the Museum experience.

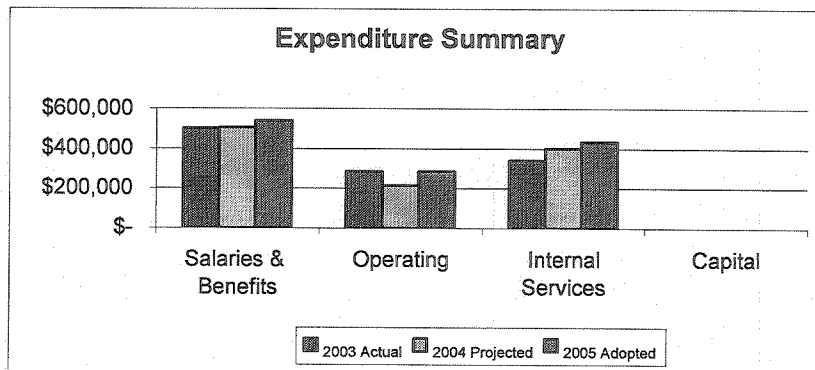
	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
Visitors	19,000	22,000	40,000	75,000

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 465,014	\$ 502,789	\$ 480,311	\$ 504,924	\$ 539,036
Operating	259,082	284,065	227,566	213,947	285,372
Internal Services	340,271	348,860	432,573	401,245	435,024
Capital	0	0	0	0	0
Total General Fund	\$ 1,064,367	\$ 1,135,714	\$ 1,140,450	\$ 1,120,116	\$ 1,259,432

Budgeted Positions

General Fund	9 + 5 pt	8 + 5 pt	8	8
Special Revenue	1	1	0	0
Total Budgeted Positions	10 + 5 pt	9 + 5 pt	8	8



Special Revenue	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
State Major Cult Inst	\$ 74,596	\$ 114,082	\$ 50,860	\$ 50,860	\$ 77,013
Expenditure Area					
Salaries & Benefits	\$ 52,619	\$ 60,895	\$ 18,860	\$ 18,409	\$ 0
Operating	21,977	53,187	32,000	32,451	77,013
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Total Special Revenue	\$ 74,596	\$ 114,082	\$ 50,860	\$ 50,860	\$ 77,013

Budget Highlights

- Savings (\$15,194) were achieved by reducing operating expenses.
- This budget includes funding (\$68,000) for the annual A/C maintenance agreement to be managed by the Property management Division.

CULTURAL ARTS COUNCIL

Mission

The Miami Beach Cultural Arts Council has the purpose of developing, coordinating, and promoting the performing and visual arts in the City of Miami Beach, for the enjoyment, education, cultural enrichment, and benefit of the residents of and visitors to the City.

Major Accomplishments

Cultural arts grants - The Council recommended grants to 53 not-for-profit organizations for cultural events in Miami Beach between October 1, 2003 and September 30, 2004. The grants ranged from \$4,000 to \$25,000. Twenty-four citizen volunteers were selected in April 2003 to review grant applications and make funding recommendations at public meetings in June 2003. The panelists collectively volunteered hundreds of hours of their time reviewing the proposals and materials, working with the Council's staff and, where possible, attending events. All panels were co-chaired by members of the Cultural Arts Council.

\$500,750, 56% of the Council's annual budget is for cultural grants. This includes a \$50,000 matching grant to the Miami Beach Visitor and Convention Authority (VCA) for cultural tourism grants that support cultural events with documented tourism benefits. A total of \$916,402 was requested by grant applicants this past year, under the guidelines of capped requests. Available funding for these grants was 55% of that requested.

During 2003, The Cultural Arts Council commissioned consultant Sidney Brien to conduct an in-depth study of the Council's activities out of which a series of strategic recommendations could be designed. The staff of Cultural Affairs, working in conjunction with the Council, created a Vision Plan for the Council and the Cultural Affairs Division. Presently, the creation of a strategic timeline for the implementation of this plan, part of which is already underway, is in progress."

Goals and Objectives

1. Provide support for the arts through the cultural arts grants program.
2. Identify funding amount needed to support areas of CAC's program growth.
3. Research and identify potential revenue streams, current and future, within the City of Miami Beach that could be used to support the CAC's program budget.
4. Work with staff to identify comparable programs and budgets that may be used as financial models for future success.
5. Review the FY 04/05 budget models which reflect the addition of the Quality of Life Funds and make selection recommendation to the City Commission.

6. Work with staff to craft an ongoing, strategic marketing plan to successfully disseminate information to the community-at-large regarding the Cultural Arts Council's programs.
7. Work with staff to design and implement an effective, ongoing plan for cultural advocacy to result in increased funding and awareness.
8. Implement an ongoing series of activities which directly encourages an ongoing interaction between the Commissioners, City leadership, and the Cultural Arts Council.
9. Lead and participate in ongoing public meetings and social gatherings between the Cultural Arts Council and the cultural community.
10. Work with staff to make recommendations on the CAC's participation in cultural activism locally, regionally, and nationally.
11. Utilize the services of a Public Relations Firm to enhance the activities of the Cultural Arts Council.
12. Work with staff to identify effective marketing strategies to successfully promote the Byron Carlyle Theater, Colony Theater and other cultural venues destined to be placed under Cultural Affairs Division of the Tourism and Cultural Development Department.
13. Work with staff to shape and implement a CAC luncheon or other public event.
14. Work with staff to assess needs regarding the management of the existing cultural venues owned by the City of Miami Beach and not currently under the Cultural Affairs Division of the Tourism and Cultural Development Department.
15. Work with staff to assess needs regarding the management of the existing cultural venues owned by the City of Miami Beach but not under the Cultural Affairs Division of the Tourism and Cultural Development Department.
16. Identify capital and program needs related to aforementioned facilities and to assess costs (beyond existing, funded activities).

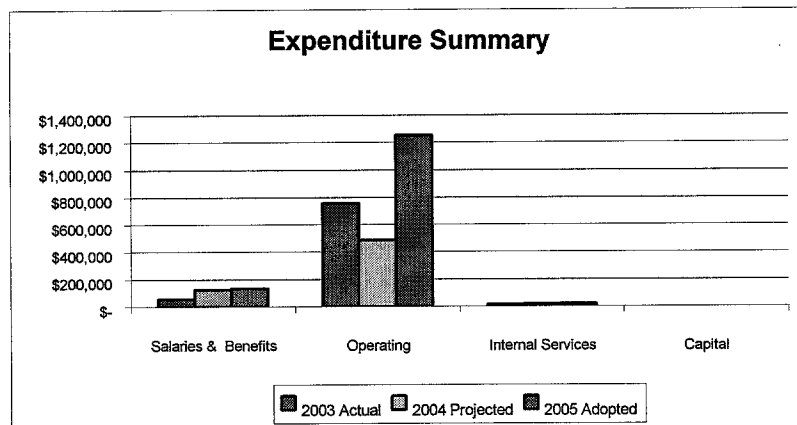
Performance Measures

Fiscal Year	<u>Actual 2002/2003</u>	<u>Projected 2003/2004</u>	<u>Estimated 2004/2005</u>
Total No. Grants Awarded	53	51	53
Total Amount Awarded	\$493,600	\$500,750	\$500,750
Additional Grants Awarded			\$102,169

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
CAC Interest (\$10M)	\$ 514,963	\$ 387,696	\$ 250,000	\$ 248,555	\$ 250,000
6% Share GMCVB Incentiv	300,000	300,000	360,000	401,132	324,000
CMB Resort Tax	160,000	160,000	152,000	152,000	152,000
Quality of Life	0	0	0	0	577,382
Fund Balance	0	0	7,750	0	0
Fund Balance-Colony	0	0	123,638	0	102,912
Total	\$ 974,963	\$ 847,696	\$ 893,388	\$ 801,687	\$ 1,406,294

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 81,956	\$ 55,765	\$ 128,532	\$ 125,059	\$ 133,730
Operating	897,462	758,839	746,721	487,535	1,254,429
Internal Services	14,918	14,799	18,135	16,902	18,135
Capital	0	0	0	0	0
Total	\$ 994,336	\$ 829,403	\$ 893,388	\$ 629,496	\$ 1,406,294
Budgeted Positions	2	2	2		2



Budget Highlights

- This budget includes funding for administration (\$182,408); marketing (\$146,200); Cultural Grants Program (\$500,750) plus additional grant funding (\$446,517), contribution to the Endowment (\$50,000); facilities renovation (\$102,912), and Colony Theater opening events (\$30,000).

MIAMI BEACH CONVENTION CENTER JACKIE GLEASON THEATER OF THE PERFORMING ARTS

Mission

To position the Miami Beach Convention Center and Jackie Gleason Theater as internationally premier public assembly facilities to support the convention, tourism, and entertainment industries so vital to the Miami Beach economy, and to provide exemplary customer service experiences for users while operating the facilities in the most economically and operationally efficient manner for the City of Miami Beach.

Major Accomplishments

- Generated an economic impact to the area in excess of \$60 million
- Hosted major events to include:
 - South Florida International Auto Show
 - Art Basel
 - Art Miami
 - IBEX Boat Builders Trade Show
 - Jewelers International Showcase
 - Graphics of the Americas
 - Miami International Boat Show
 - Miami Beach Shoe Market
 - Tupperware Jubilee 2004
 - Seatrade Cruise Shipping Convention
 - Univision *Premios Juventud* Live Television Broadcast

- Continued progress in implementation of the \$35 million long-term Capital Projects program, which during the current year included:
 - Commencement of ADA/Restroom Project
 - Replacement of One Main Chiller
 - Commencement of Gleason Theater ADA/Lobby/Restroom Improvements
 - Replacement of Air Handlers in Exhibit Hall D
- Jackie Gleason Theater hosted major television broadcast events:
 - MTV Video Music Awards Latin America
 - Hooters International Swimsuit Competition

Goals and Objectives

- Continue to provide exemplary customer service experiences to our users
- Maximize facility revenues and usage and minimize expenses
- Further promotion of the facilities to the trade and convention industry and the cultural community to increase overall awareness and economic impact for the City
- Develop incentives for business attraction in light of heightened competitiveness in the industry
- Refocus of staff toward sales efforts to attract short term business
- Work with the City to further implement and complete the facilities related capital projects
- Develop a continuation of the long-range facility capital needs assessment plan, as well as review of possible expansion opportunities
- Maintain the facilities in manner consistent with and exceeding industry standards and continue to be recognized as industry leaders
- Continue to comply with all policies, procedures, and guidelines established by the City.

Performance Measurements

Miami Beach Convention Center

Workload Measures (Number of Events)	2002 Actual	2003 Actual	2004 Projected	2005 Estimated
Trade shows	18	18	25	21
Conventions & Meetings	8	2	11	8
Consumer shows	13	15	19	14
Other	30	28	12	12
Meeting Room Events	<u>17</u>	<u>25</u>	<u>14</u>	<u>20</u>
Total Events	86	88	81	75

Jackie Gleason Theater

Workload Measures (Use Days)	2002 Actual	2003 Actual	2004 Projected	2005 Estimated
Broadway	38	31	50	40
Concerts	14	21	41	40
Family	33	16	11	10
Performing Arts	60	64	58	50
Television	36	24	16	20
Other	<u>38</u>	<u>55</u>	<u>25</u>	<u>50</u>
Total Events	219	211	201	210

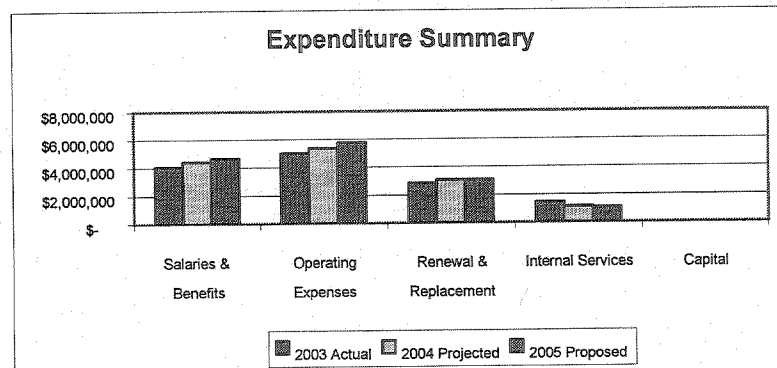
Departmental Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Rent and Leases	\$ 4,654,252	\$ 4,220,252	\$ 4,896,517	\$ 4,535,642	\$ 4,632,970
Concessions	1,029,701	1,313,580	1,080,611	1,446,036	1,414,988
Telephone	379,444	332,581	382,050	294,617	332,887
Electrical Income	864,496	863,054	1,049,692	868,550	985,513
Services	655,859	709,663	514,602	335,336	454,736
Miscellaneous & Other	686,988	601,281	452,731	505,393	577,430
Convention Development Tax	2,500,000	2,660,000	2,660,000	2,660,000	3,060,000
Interest Earnings	68,305	27,238	48,850	34,712	38,850
Retained Earnings	1,639,202	2,669,676	3,075,000	3,291,110	3,075,000
Total	\$ 12,478,247	\$ 13,397,325	\$ 14,160,053	\$ 13,971,396	\$ 14,572,374

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 4,048,537	\$ 4,067,719	\$ 4,403,364	\$ 4,411,008	\$ 4,652,371
Operating Expenses	4,929,038	5,024,115	5,546,528	5,350,570	5,773,759
Renewal & Replacement	2,716,978	2,851,077	3,075,000	3,075,000	3,075,000
Internal Services	783,694	1,454,414	1,135,161	1,134,818	1,071,244
Capital	0	0	0	0	0
Total	\$ 12,478,247	\$ 13,397,325	\$ 14,160,053	\$ 13,971,396	\$ 14,572,374

Budgeted Positions **85 + 6 PT** **81 + 5 PT** **78 + 4 PT** **80 + 4 PT**

Note: Convention Center and Theater staff are employees of SMG.



Budget Highlights

- The Miami Beach Convention Center is projecting an operating loss of \$659,199 for FY 04/05 exclusive of renewal/replacement and management fees. This represents a increase over the current year's projected operating loss of \$497,315 due to an increase in operating expenses. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling \$4,641,439 will pay for the operating shortfall and management fees.
- TOPA projects an operating loss of \$100,131 for FY 04/05, exclusive of management fees and renewal/replacement. This represents a decrease over the current year's projected operating loss of \$236,179 due to an anticipated increase in operating revenues and lower costs for property insurance. Convention Development tax (CDT) and retained earnings totaling \$1,513,561 will pay for management fees and renewal/replacement.
- The budget includes funding (\$186,211) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department and (\$54,000) for professional services.
- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

OFFICE OF TOURISM AND CONVENTIONS/ CHIEF OF PROTOCOL

Mission

The Mission of the Office of Tourism/Protocol is to attract and encourage individuals and organizations to visit Miami Beach for conventions, business or leisure travel; to ensure that the above mentioned have a wonderful experience in our city and go home and give a great message about Miami Beach to others and hopefully make a return visit and the Tourism and Conventions Director/Chief of Protocol to represent the City of Miami Beach in a positive and professional manner.

Major Accomplishments

Office of Tourism and Conventions

- Redesigned of the Visitor Tourism section of the City of Miami Beach's website, complete with Concierge Desk and event listing.
- The tourism website averaged approximately 50,000 unique visitors per month, versus an average of 14,200 unique visitors per month prior to the re-design.
- We have translated the tourism website into Spanish
- Have updated it as of December, 2003
- Enhanced Highlights and Happenings, a weekly update of events on Miami Beach. The newsletter is distributed weekly and is available on City's tourism website.
- This newsletters reach has been increased through the use of the Internet to approximately 20,000 individuals per week.
- Yearly, update and maintain the Emergency-Hurricane Visitor Industry Media Crisis Communication Response Plan.
- Hurricane in-service education to each of the hotels on Miami Beach
- The Miami Beach Tourism Hot-line 24/7, answer all questions and assist visitors and residents with information and help solve complaints, 365 days per year.
- Send promotional/media requests, brochures, information, Media Kits, which is sent to perspective visitors, companies, and conventions of the City.

- Send each meeting planner and convention booked in Miami Beach, a letter from the Office of Protocol, offering welcoming remarks, key to the city, etc.
- Media kits sent, approximately 9,000.
- Visitors Guide, approximately 15,000, including the five information booths at the Miami International Airport. (New Miami Beach Lure brochure coming Spring, 2004)

Office of Protocol

- Facilitate presentations with Mayor, Commissioners, distribution and assignment of keys to the City Proclamations and special awards, represent the City and act as Master of Ceremonies and/or Public Relations, approximately 250 presentations yearly.
- This office also facilitates requests made from the Mayor and City Commission in recognizing those individuals and groups that have been singled out for Certificate of Appreciation, Proclamations, Key to the City and other recognitions.

Goals and Objectives

- To continue to represent the City of Miami Beach in a positive and professional manner.
- Camp Miami Beach: Family vacation for July and August
- Co-partnering with Ocean Drive Magazine to increase July 4th celebration from local satisfier to national prominence.
- Ambassador Program, asking all hotel employees, through individual visits to each hotel to become front line ambassadors for Miami Beach, such as housekeepers, waiters, waitresses, front door personnel. All personnel of the hotels. If a guest asks questions and they know the answer, please give it, if they don't, please don't say "I don't know", please refer them to the Miami Beach Tourism Hot-line, 24/7, or to the Miami Beach Tourism website.
- Continuation of the Ambassador Program, we have accumulated all of the businesses on Lincoln Road, from Collins Avenue to Alton Road and Alton Road. We now have a complete list and will be able to inform all the businesses on a regular basis. We have just completed a blast-fax program. All businesses through the Lincoln Road Marketing Association are going to have in-service regarding the Ambassador Program and stickers will be given to each business to be displayed in their establishments.

- To assist The Miami Herald in their distribution of The Miami Herald wrap to tourists coming to Miami Beach.
- Invitation to the Arts, October, 2004. 13th consecutive year, opening of the 2004-2005 Cultural events for Miami Beach.
- To link with Expedia.com through the Greater Miami Convention and Visitors Bureau.
- On-line store (Citymerch) to link with Greater Miami Convention and Visitors Bureau.
- To continue and increase media familiarization trips and public relations for the Miami Beach Golf Course.
- Partner with Norwegian Cruise Line's ship "The Dawn", arriving every Wednesday at the Port of Miami to provide excursions to the City of Miami Beach.
- To increase Miami Beach's visibility, accessibility and customer service and attitude to the guests

Performance Measures

	2004 Projected	2005 Estimated
Presentations	250	250
Media Kits	7,500	10,000
Visitors Guides	50,000	50,000
Highlights and Happenings (people monthly)	2,500	20,000
Miami Beach Book		50,000
Camp Miami Beach		25,000

Budget Highlights

- This function includes COLA and merits for two full-time positions funded in the Convention Center Enterprise Fund budget.

Departmental Budget History

FY 03/04

Tourism & Cultural Development

- Funding (\$100,000) was transferred from the budget of the Economic Development Department to this budget for the services of a publicist.
- Savings of \$13,648 were achieved as a result of reducing operating expenses.

Bass Museum

- Savings of \$23,459 were achieved by eliminating a Clerk Typist position and reducing operating costs.
- Four part-time guard positions were eliminated and the funding was transferred to Professional Services to fund contractual guards. The hiring of contractual guards gives the Museum more flexibility in the number of guards needed depending on events being held. This funding was reduced by \$14,688 for the period of time the Museum's air conditioning system is being repaired and the Museum is closed in the Fall.
- The State Major Institution Grant was reduced from \$114,082 to \$50,860. The Curator of Education position was eliminated and the grant funds will now be used to offset operating costs of the Museum.

Cultural Arts Council

- Marketing and operating expenses were reduced, and \$500,750 was budgeted for grants.
- There will be no contribution to the Endowment in FY 03/04. As of September 30, 2003, the estimated Endowment contribution will total \$920,000.

Miami Beach Convention Center

- The Miami Beach Convention Center is projecting an operating loss of \$202,337 for FY 03/04 exclusive of renewal/replacement and management fees. This represents a decrease over the current year's projected operating loss of \$888,092 due to an increase in operating revenues and lower costs for property insurance. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling \$4,186,838 will pay for the operating shortfall and management fees.

- TOPA projects a small operating surplus of \$45,733 for FY 03/04, exclusive of management fees and renewal/replacement. This represents a decrease over the current year's projected operating loss of \$364,953 due to anticipated increase in operating revenues and lower costs for property insurance. Convention Development tax (CDT) and retained earnings totaling \$1,578,162 will pay for management fees and renewal/replacement.
- The budget includes funding (\$172,215) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department and (\$70,000) for professional services.
- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

FY 02/03

Arts, Culture and Entertainment

- This budget includes funding for six positions funded 100% by the General Fund and one position funded 50% General Fund 50% Art in Public Places.
- The vacant Tourism and Cultural Affairs Director position which is included in this budget, was deferred for three months resulting in a savings of \$18,000. Also, savings of \$9,134 were achieved through reductions in operating expenses.

Bass Museum

- The Bass Museum of Art's city funding in the amount of \$1,114,049 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by \$114,082 in state and federal funding. Friends of the Bass Museum, Inc., support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of \$1,400,000 which includes \$250,000 in private donations and \$169,000 in grants secured by their development staff.
- A Clerk Typist position was eliminated and the hiring of a Museum Guard was delayed for six months resulting in a savings of \$33,869. Also, savings of \$34,894 were achieved as a result of reducing operating expenses.

Office of Tourism & Conventions

- This function includes two full-time positions funded in the Convention Center Enterprise Fund budget \$170,879.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of \$1,244,594 exclusive of renewal/replacement and management fees. This represents an increase over the current year's projected operating loss of \$356,226 due to a decrease in operating revenues and higher costs for property insurance. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling \$4,287,977 will pay for the operating shortfall and management fees.
- TOPA projects an operating loss of \$276,120 for FY 02/03, exclusive of management fees and renewal/replacement. This represents an increase over the current year's operating loss of \$71,915 due to anticipated decrease in operating revenues and higher costs for property insurance. Convention Development tax (CDT) and retained earnings totaling \$1,578,162 will pay for the operating shortfall and management fees.
- The budget includes funding (\$170,879) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department.
- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

FY 01/02

Arts, Culture and Entertainment

- Funding (\$82,805) for a Cultural Affairs and Tourism Development Director were provided. Capital funds were also provided for office furnishings and computer equipment (\$6,300).
- The budget of the Arts, Culture and Entertainment Division includes funding for seven full-time positions, 6 funded 100% by the General Fund and one funded 50/50 General Fund/Art In Public Places.

Bass Museum

- City funding in the amount of \$1,100,869 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by \$74,596 in state and federal funding and \$10,000 in admissions. Friends of the Bass Museum, Inc., support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of \$1,200,000 from private donations and grants (\$139,000) secured by their development staff.

- Funding provided for additional art storage (\$26,500) due to the donation of Morris Lapidus apartment furnishing. Also an additional (\$19,000), was added for janitorial services due to the expanded size of the museum.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of \$435,227 exclusive of renewal/replacement and management fees. This represents an increase over the current year's projected operating loss of \$312,052. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling \$4,337,658 will pay for the operating shortfall and management fees.
- TOPA projects an operating loss of \$105,872 for FY 01/02, exclusive of management fees and renewal/replacement. This represents an improvement over the current year's operating loss of \$246,707 due to anticipated increase in operating revenues. Convention Development tax (CDT) and retained earnings totaling \$1,413,842 will pay for the operating shortfall and management fees.
- The budget includes funding (\$136,889) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department.
- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

FY 00/01

Arts, Culture and Entertainment

- The budget of the Arts, Culture and Entertainment Division includes funding for an Office Associate III position to be funded 50/50 General Fund/Art In Public Places (\$12,488)
- Funding to increase the Marketing and Outreach Program (\$17,141) in order to keep pace with the growth of the film, photography, and television industry in Miami Beach has been provided.

Bass Museum of Art

- The Bass Museum of Art's city funding in the amount of \$900,636 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by \$77,000 in state and federal funding and \$10,000 in admissions. Friends of the Bass Museum, Inc., support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of \$1,000,000 from private donations and grants (\$131,000) secured by their development staff.

- Funding for two additional part-time guards (\$31,000), one-year security monitoring for alarm system (\$12,200), and security guards (\$20,000) is included in this budget.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of \$227,050 exclusive of depreciation and management fees. This represents an increase over the current year's operating loss of \$96,583. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling \$3,454,550 will pay for the operating shortfall and management fees.
- TOPA projects an operating loss of \$159,698 for FY 00/01, exclusive of management fees and depreciation. This represents an increase over current year's operating loss of \$108,178 due to anticipated increase in operating expenses. Convention Development tax (CDT) and retained earnings totaling \$1,173,698 will pay for the operating shortfall and management fees.

FY 99/00

Arts, Culture and Entertainment

- This budget includes funding for five full-time positions.

Bass Museum of Art

- The Bass Museum of Art's city funding in the amount of \$900,636 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by \$77,000 in state and federal funding and \$7,000 in admissions. Friends of the Bass Museum, Inc. support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of \$818,000 from private donations and grants (\$78,000) secured by their development staff.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of \$665,243 exclusive of depreciation and management fees. This represents a decrease over the current year's preliminary operating surplus of \$55,002 due to the budget being based on contracted events while the current year reflects contracted and "walk-in" business. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling \$3,919,327 will pay for the operating shortfall and management fees.
- TOPA projects an operating loss of \$26,058 for FY 99/00, exclusive of management fees and depreciation. This represents an improvement over current year's preliminary operating loss of \$51,894 due to anticipated increase in revenues.

Convention Development tax (CDT) and retained earnings totaling \$1,028,558 will pay for the operating shortfall and management fees.

FY 98/99

Arts, Culture and Entertainment

- The Arts, Culture and Entertainment budget includes funding for five full-time positions.

Bass Museum of Art

- The Bass Museum of Art's city funding in the amount of \$832,668 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by \$53,433 in state and federal funding and \$7,000 in admissions. Friends of the Bass Museum, Inc. support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of \$470,000 from private donations and grants (\$66,580) secured by their development staff.
- The Bass Museum of Art's budget including funding for a permanent Collections Registrar (\$24,570) to maintain registration procedures and aid in the re-accreditation process has been provided in this budget,
- Capital replacement funds of \$19,250 through Fleet Replacement Funds for a pick-up van for the Bass Museum.
- Funding for three new positions has been added to the Bass Museum of Art's budget to staff the expanded facility at its projected May 1999 opening.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of \$863,085 exclusive of depreciation and management fees. This represents a 6.2 percent improvement over the current year's projected operating loss of \$920,188 due to an increase in revenues as a result of additional events. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling \$3,798,818 will pay for the operating shortfall and management fees.
- TOPA projects an operating gain of \$20,314 for FY 98/99, exclusive of management fees and depreciation. This represents a major improvement over current year's projected loss of \$73,386 due to an increase in performances. Convention Development tax (CDT) and retained earnings totaling \$963,686 will pay for the operating shortfall and management fees.

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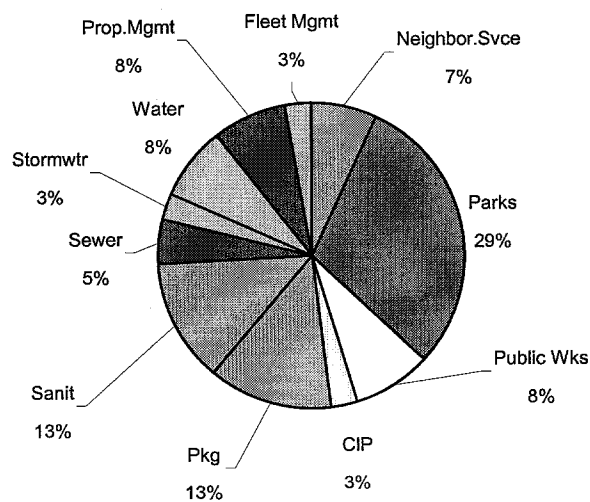
OPERATIONS

Scope

This function is comprised of the following Departments and Divisions:

Operations	Adopted FY '03/04	Adopted FY '04/05	% of Function to Adptd. GF Budget 04/05	Over/ (Under)
Operations				
Neighborhood Services	\$3,053,844	\$3,730,078	2.2%	676,234
Parks & Recreation	19,561,995	21,515,815	12.8%	1,953,820
Public Works	5,698,044	6,073,888	3.6%	375,844
Capital Improve. Projects	2,276,274	2,767,082	1.6%	490,808
Total General Fund (GF)	\$30,590,157	\$34,086,863	20.3%	\$3,496,706
Parking	\$20,715,501	\$21,566,690		\$851,189
Sanitation	7,055,545	7,691,739		636,194
Sewer	28,694,036	26,847,000		(1,847,036)
Stormwater	7,905,000	8,050,000		145,000
Water	19,155,070	20,098,000		942,930
Property Management	6,685,950	7,321,436		635,486
Fleet Management	5,366,265	5,672,138		305,873
Total Other Funds	\$95,577,367	\$97,247,003		\$1,669,636
Total Operations	\$126,167,524	\$131,333,866		\$5,166,342

Total Operations Positions



NEIGHBORHOOD SERVICES

Mission

The Neighborhood Services Department has been established to improve public access to the City of Miami Beach government, enhance service delivery from all departments, align services with citizen needs, and increase involvement and participation by providing direct assistance and outreach to citizens. The Department is responsible for ensuring that residents receive prompt, responsive and courteous service that meets or exceeds their needs and addresses neighborhood concerns. The Department's structure consists of the Administrative Division and four (4) Divisions which are: Office of Community Services (Children's and Elder's Affairs, Log Cabin Training Center and Office of Homeless Coordination); Answer Center and Community Outreach; Code Compliance; and Housing and Community Development.

Departmental Goals

The goals and objectives of the Neighborhood Services Department are to build neighborhood capacity, redesign public services and create a sense of community.

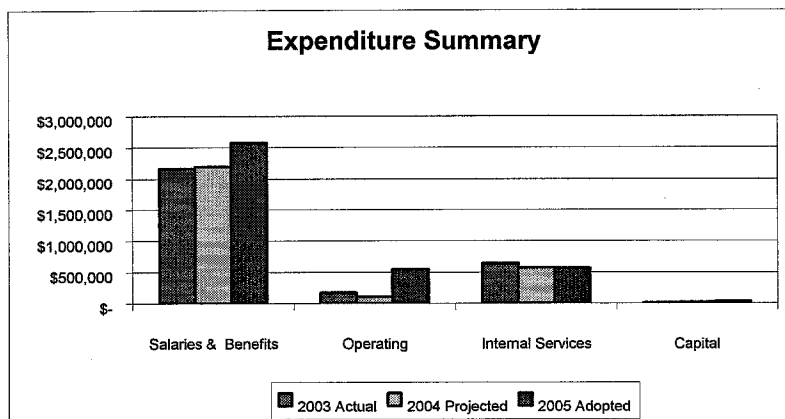
- **Building Neighborhood Capacity** - When people organize and become more knowledgeable about how government works, they can help meet their community's needs. Their energy and creativity combined with other public and private resources will create a diverse group working together in each neighborhood to mobilize new assets and generate positive change.
- **Redesign Public Services** - The people who live and work in a neighborhood are excellent judges of their neighborhood's priorities, opportunities and needs. The Neighborhood Services Department gives residents a forum where unique neighborhood needs can be voiced to public officials and government staff. This dialog will lead to the reexamination of budget priorities and new methods of public service delivery.
- **Create a Sense of Community** - Neighborhood revitalization ultimately depends on a sense of neighborhood identity and a commitment by all residents to make their neighborhood a better place to live, work, learn and play. The Neighborhood Services Department will conduct regular neighborhood meetings to open the line of communication between the City and its residents and begin developing neighborhood actions plans based upon the priorities identified by each neighborhood.

Departmental Financial Summary

GENERAL FUND Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Code Enf Violations	\$ 634,373	\$ 450,172	\$ 600,000	\$ 168,911	\$ 400,000
Passport App Fees	0	54,693	50,000	81,334	60,000
Resort Tax	0	0	0	0	376,238
Total	\$ 634,373	\$ 504,865	\$ 650,000	\$ 250,245	\$ 836,238

Expenditure Area by Division	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Administration	\$ 116,150	\$ 125,066	\$ 172,026	\$ 89,674	\$ 250,377
Community Services	251,734	302,319	316,320	313,125	722,618
Log Cabin	135,494	84,820	87,481	71,428	46,919
Answer Ctr/Comm Outre	423,089	560,543	547,868	498,754	527,618
Code Compliance	1,803,884	1,910,504	1,930,149	1,926,199	2,182,546
Total General Fund	\$ 2,730,351	\$ 2,983,252	\$ 3,053,844	\$ 2,899,180	\$ 3,730,078

Expenditure Area by Category	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 1,928,487	\$ 2,165,148	\$ 2,304,035	\$ 2,196,697	\$ 2,579,440
Operating	162,942	171,011	150,956	108,797	548,029
Internal Services	632,297	639,879	582,853	576,350	570,209
Capital	6,625	7,214	16,000	17,336	32,400
Total General Fund	\$ 2,730,351	\$ 2,983,252	\$ 3,053,844	\$ 2,899,180	\$ 3,730,078
GF Budgeted Positions	43.19	43.19	44.19		44.75



OTHER FUNDING Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Adult Day Training	\$194,120	\$211,747	\$281,929	\$202,889	\$242,024
Transportation	31,601	33,990	32,630	32,630	33,990
Supported Employ	72,567	59,973	28,200	42,076	42,076
Supp Indep Living	23,700	59,440	35,270	20,994	20,994
Private Clients	48,429	10,717	48,126	22,026	0
MDC Homeless Trust	0	0	71,192	71,192	63,993
CDBG	2,867,000	2,777,000	2,163,000	2,163,000	2,118,000
ESG	98,000	98,000	95,000	95,000	0
HOME	1,626,000	1,728,000	1,292,021	1,292,021	1,290,580
ADDI	0	0	56,744	56,744	66,960
SHIP	547,188	575,474	429,255	429,255	426,420
Total Other Funding	\$5,508,605	\$5,554,341	\$4,533,367	\$4,427,827	\$4,305,037

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 306,309	\$ 195,008	\$ 131,328	\$ 137,931	\$ 102,284
Operating	62,667	152,116	366,019	174,284	300,793
Administration	875,618	870,647	815,154	815,154	695,300
Programming	4,262,570	4,307,827	3,220,866	3,220,866	3,206,660
Total Other Funding	\$5,507,164	\$5,525,598	\$4,533,367	\$4,348,235	\$4,305,037
Budgeted Positions	24.81	24.61	18.81		15.25
Total Departmental Budgeted Positions	68.00	67.80	63.00		60.00

ADMINISTRATION

Mission

The Administrative Division's function is to coordinate, direct, support and evaluate each operational area to ensure the department's goals and objectives are implemented and met to the highest level of quality possible and in adherence with all governing rules, regulations, policy and administrative directives. The Division is responsible for ensuring that service delivery is coordinated and enhanced to meet the needs of the City's neighborhoods. It provides an avenue for neighborhoods to communicate their needs to the City to better coordinate services and enhance quality of life. The Division is intended to foster positive relationships between the City and its residents by expanding programs that support the City's focus on neighborhood responsive service delivery.

Major Accomplishments

- Facilitate neighborhood meetings and respond to neighborhood issues in a timely manner. Utilize meetings as an avenue to discuss Neighborhood Services Department or citywide initiatives and assess delivery of city services.
- Implemented department reorganization, which merged Office of Homeless Coordination, Children Affairs, Elder Affairs and the Log Cabin Training Center into Office of Community Services.
- Implemented reorganization of Code Compliance Division by enhancing current staff functions and staffing.
- Established Quality of Life Task Force, a multi-departmental approach to addressing resident and commercial quality of life issues.
- Certified as a passport acceptance center by the U.S. Department of State. Provided passport acceptance services to the public Monday – Friday and during INS Ceremonies.
- Passport revenue funded two of the Answer Center staff.
- Fully implemented Community Emergency Response Teams (CERT) training for the community in cooperation with the City's Fire Department. Conducting 4 annual CERT training sessions.
- Expanded the City's homeless outreach team to 2 teams working staggered hours/shifts to better respond to resident and business community concerns.

- Secured additional funding from U.S. HUD through Miami-Dade Homeless Trust NOFA for outreach services.
- Enhanced Participate Miami Beach events and partnerships with volunteer organizations to include Habitat for Humanity, Big Brothers/Big Sisters and Hands on Miami.

Goals and Objectives

- To provide a single point of contact for residents to voice their concerns, enabling the City to adequately respond to service and information requests, resolve complaints and improve the overall delivery of services.
 1. Maintain an open line of communication with City government to meet the needs and expectations of the community.
 2. Expand the use of the Answer Center among departments and the community.
- To develop departmental procedures, policies and practices to ensure effectiveness among the operational divisions of the Neighborhood Services Department in order to improve the overall delivery of services to our constituency.
 1. The Division will review and analyze the existing operational areas to determine areas in need of improvement or redesign.
 2. Enhance community cleanliness.
 3. Use Neighborhood Action Team to coordinate enhanced delivery of city services.
 4. Initiate a Code Compliance Program at the Neighborhood level that provides a customer service approach. Identify areas to streamline existing processes, review notices to residents and businesses and develop a policies and procedures manual.
 5. Partner with police department to explore feasibility of (fully) implementing a Neighborhood Watch (Crime Watch) program for neighborhoods.
- Provide the highest quality customer service to any member of the community that comes into contact with the Department whether it be in person, by telephone, at City Hall or on the street.
 1. Quality customer service is vital to the City's relationship with the community. The Division will review current practices and establish service standards that emphasize the Department's role in the City and focuses on a positive, friendly and helpful attitude.

2. Build partnerships with our citizens that develop citizen capacity and provide opportunities for involvement.
 3. Develop proposal for City of Miami Beach Mediation Program to address neighbor disputes.
- Provide quality services and programs that benefit all socio-economic groups within the City of Miami Beach.
 1. Pursue a coordinated effort to reduce the incidence of Homeless in Miami Beach.
 2. Prepare Consolidated Plan which includes a housing assessment and strategic plan.
 3. Enhance partnerships between the Log Cabin Training Center and other local agencies to improve and expand the program and its offerings.

Performance Measurements

	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
<u>Neighborhood Leadership Academy</u>				
Sessions	1	2	2	2
Participants	20	65	50	50

Community Emergency Response Teams (CERT)

Sessions	1	3	3	4
Participants	6	50	50	85

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 93,093	\$ 84,233	\$ 134,031	\$ 58,325	\$ 204,361
Operating	17,808	31,771	25,941	18,390	32,316
Internal Services	4,795	9,062	12,054	11,589	13,700
Capital	454	0	0	1,370	0
Total General Fund	\$ 116,150	\$ 125,066	\$ 172,026	\$ 89,674	\$ 250,377
Budgeted Positions	1.19	1.19	2.19		2.75

Budget Highlights

- The vacant Assistant to the Director position has been reclassified to a lower pay grade.
- The percentage of funding from the General Fund for the Director's position was increased and the percentage from Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) was decreased due to lower allocations from the U.S. Department of HUD in FY 04/05.

OFFICE OF COMMUNITY SERVICES (formerly the Office of Children/Elder Affairs & Homeless Coordination)

Mission

The Office of Community Services provides direct services and advocacy for children, families, elder residents and homeless individuals in our community. The Office resulted from the merging of multiple divisions including the Office of Children's Affairs, Office of Elder Affairs and the Office of Homeless Coordination.

Through partnership, coalitions and special initiatives, the Office will plan, coordinate, serve and advocate for these populations with the primary focus on accessing services offered by community-based providers. Examples of these strategies and direct services include:

- Identifying, assessing and placing homeless individuals and families in shelter and providing case management services to guide placements through the *Continuum of Care* as a means of ending homelessness
- Providing emergency rent assistance for families and individuals facing eviction and homelessness
- Coordinating monthly community service projects and public workshops (i.e., Sexual Predators, Home Ownership, Preventing Gang Membership, etc.)
- Supervising the Truancy Intervention Program
- Conducting home visits and assessments for youth and families facing educational, familial and service problems
- Providing advocacy for those youth facing educational problems including the need for testing and placement in special education programming
- Supervising court-adjudicated youth required to complete community service hours
- Identifying grants and resources for the City's youth service providers in order to bring additional resources for our City's youth, families and others

- Providing referral services for residents needing to access a variety of services including legal and medical care, employment, public entitlement programs, child care and more
- Providing advocacy before the Special Master on behalf of elder residents facing code violations

Major Accomplishments

The Office of Community Services has achieved significant gains including:

- The restructuring and streamlining of the functions formerly performed by the Office of Homeless Coordination. Improvements included redesigning intake and placement procedures, providing case management to ensure that homeless individuals access the *Continuum of Care* and end their homelessness, and the institutionalization of data tracking and accountability at all service levels.
- The merging of the Office of Elder Affairs and the Office of Children's Affairs to maintain service levels while decreasing the quantity of staff.

Goals & Objectives

The goals of the Office of Community services include:

- To serve the community as a resource in addressing the needs of families in crisis.
 1. Via the Emergency Shelter Grant funds and comprehensive assessment strategies, the Office provides emergency housing assistance as well as referrals for job placement, legal assistance, and medical and social services in a compassionate, efficient, and professional manner.
 2. Via the City's website and electronic mail, the Office will provide resources and web links that enable residents and service providers to independently access needed services and information
- To serve as an accessible conduit of information and support for youth, family, homeless and elder service providers by collecting pertinent data, identifying sources of shared responsibility, negotiating the sharing of resources, and identifying grants and other resources on behalf of service providers in the City.
 1. The Office has established a Memorandum of Understanding with multiple service providers (including Miami-Dade County Public Schools, Ayuda, UNIDAD, Jewish Community Services and Miami Beach Community Health

Center among others) to pursue greater collaboration to create a seamless delivery system while also positioning providers to be more competitive accessing private and public funds.

2. The Office will continue to identify opportunities for resource development and capacity-building among our community's service providers, thereby increasing accessibility, provider quality and services. The Office will also assist with resource development by providing peer review and grantwriting assistance to area providers.
- To oversee the successful implementation of the City's homeless prevention and intervention strategy resulting in positive outcome measures translating to more homeless individuals being transitioned from homelessness to permanent housing.
1. Leveraging limited City resources with community resources (including the use of college-level students from the fields of social work and medicine) to identify, assess and serve more homeless individuals in an accountable manner that expects to end homelessness.
- To implement cross-training practices among all department personnel enabling greater customer service and efficiency of resources.
1. With limited staff and financial resources, the cross-training of personnel will enable the Office to serve residents more efficiently while maintaining a high professional standard.

Performance Measurements

	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
Referral/rent assistance clients served	84	75	400	400
Collaborating Agencies	55	58	60	64
Monthly Public Workshops And service projects	18	12	12	8
Homeless Contacts	*	1,900	3,900	3,700
Homeless Placements	*	360	350	360
Permanent/Transitional Housing Placement	*	15	42	40

Financial Summary

GENERAL FUND Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Resort Tax	\$ 0	\$ 0	\$ 0	\$ 0	\$ 376,238
Total General Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 376,238

OTHER FUNDING

Revenue Area					
MDC Homeless Trust	\$ 0	\$ 0	\$ 71,192	\$ 71,192	\$ 63,993
Resort Tax	50,000	50,000	376,238	376,238	0
CDBG	0	0	70,000	70,000	0
ESG	31,850	33,418	90,568	90,568	0
Total Other Funding	\$ 81,850	\$ 83,418	\$ 607,998	\$ 607,998	\$ 63,993
Total Revenue	\$ 81,850	\$ 83,418	\$ 607,998	\$ 607,998	\$ 440,231

GENERAL FUND Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 174,632	\$ 236,973	\$ 246,131	\$ 259,265	\$ 272,827
Operating	40,350	37,005	27,143	10,865	405,327
Internal Services	31,095	28,341	43,046	42,995	44,464
Capital	5,657	0	0	0	0
Total General Fund	\$ 251,734	\$ 302,319	\$ 316,320	\$ 313,125	\$ 722,618

OTHER FUNDING Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating	81,850	83,418	607,998	607,998	63,993
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Total Other Funding	\$ 81,850	\$ 83,418	\$ 607,998	\$ 607,998	\$ 63,993

Total Expenditures	\$ 333,584	\$ 385,737	\$ 924,318	\$ 921,123	\$ 786,611
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Budgeted Positions	5	5	5	5	5
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Budget Highlights

- The Resort Tax contribution for homeless prevention/rental assistance of \$376,238 has been added to this budget.
- The Miami-Dade County Homeless Trust allocation of \$63,993 funds one homeless outreach team.
- There will be no Community Development Block Grant (CDBG) or Emergency Shelter Grant (ESG) contributions in FY 04/05.

LOG CABIN TRAINING CENTER

Mission

The primary goal of the City of Miami Beach's Log Cabin Training Center is to provide vocational and life skills training to developmentally disabled adults with the ultimate goal of enabling these clients to lead independent, productive and integrated lives within our community.

The Training Center operates three programs: Adult Day Training (for clients residing in institutional or familial residences but unable to live independently), Supported Employment (for clients working in the community-based jobs) and Supported Independent Living (for clients transitioning to living independently).

Major Accomplishments

The City of Miami Beach's Log Cabin Training Center provides a variety of educational, vocational, and independent living services to developmentally disabled adults. We are certified to service the following: Adult Day Training (35 clients), Supported Employment (15 clients), and Supported Independent Living (5 clients).

The Training Center has significantly augmented and strengthened its academic and vocational programming to include multiple cooking classes, therapeutic and vocational art, career and job counseling, and personal empowerment classes (money management, critical thinking skills and communication).

The Training Center has partnered with the Academy for Better Communities and Barry University's School of Social Work to provide individual and group counseling to clients. In partnership with the Physicians Assistant Program at Barry University, the Training Center is providing one-on-one health and personal wellness counseling to clients with medical problems.

The Training Center has streamlined its internal forms and processes while increasing accountability, establishing outcome measures and formalizing service delivery (including the establishment of long-range lesson planning to support Independent Program Plans for clients) so as to improve training efficacy. Client files have been redesigned to improve accuracy, reduce duplication and facilitate client management. The Training Center converted to online billing which reduces the wait time for billed funds from up to 60 days to about one week while also enabling an accurate accounting of revenues and earlier detection of delinquent accounts (major problems in the past).

The Training Center's management structure has been realigned to more accurately reflect client needs and service demands including establishing a client-focused

program design, reducing non-direct service personnel and utilizing program structure to improve client behavior and outcomes.

Goals and Objectives

- Provide educational and vocational training opportunities to developmentally disabled adults through various programs and activities enabling clients to obtain marketable skills and assist program participants in obtaining permanent employment.
 1. To provide Supported Independent Living services for up to 10 developmentally disabled adults at the Log Cabin Training Center. With the new management structure, the Training Center will be able to double its capacity from the current level of five (5) clients served.
 2. To develop annual Individual Program Plans (IPP) and perform assessments for each client so as to ensure programming efficacy.
 3. To provide Adult Day Training services to up to 35 clients.
 4. To provide Supported Employment Services to up to 15 clients including worksite monitoring and supports.
 5. To train up to fifteen (15) clients in specified pre-vocational programs, and place clients into competitive community jobs through CFS's Supported Employment Program (SE) by September 30, 2005.
- Build capacity within the Training Center to enable greater revenue generation.
 1. To restructure resources enabling five (5) more clients to be served with Supported Independent Living services.
 2. To promote the Adult Day Training program to secondary schools within Miami-Dade County Public Schools so as to fill the program's service capacity and create a waiting list for services so that vacancies can be more readily filled.
 3. To strengthen the Supported Employment Program to enable its capacity to 20 clients in FY 04/05.
 4. To pursue rate adjustments for all clients under ADT I so that the maximum rate allowed under the Department of Children and Families is provided for each client.

5. To pursue rate adjustments for wheelchair-bound clients so as to permanently fund a Personal Care Assistant to provide necessary hygiene services. Currently, this service is non-funded and costs almost \$5,000 per year.
- Search for additional and maintain current sources of funding (public and private).
 1. Operate a vocational-focused hospitality program to raise operational funds.
 2. Provide technical assistance to Log Cabin Enterprises, Inc., the not-for-profit private organization that shares the LCTC site.
 3. Submit annual operating service requests to the State of Florida Children & Family Services for continued support of LCTC.
 - Expand community collaboration to increase client accessibility to services.
 1. To establish a formal partnership with Barry University's School of Education to create an educational lab utilizing senior education students to provide academic and vocational services to clients.
 2. To increase participation by Barry University's Physicians Assistant Program.
 3. To utilize Barry University's School of Social Work, Field Placement Office, to increase capacity within the Supported Independent Living Program while reducing the program from its current deficit operation.

Performance Measurements

Maintain number of clients projected for each program and ensure that all projected revenue figures are met

	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
Adult Day Training Program	32	32	32	33
Supported Employment	13	13	13	14
Supported Independent Living	4	4	5	6

Financial Summary

GENERAL FUND Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 32,015	\$ 18,417	\$ 21,368	\$ 20,045	\$ 0
Operating	37,723	7,272	19,088	9,878	0
Internal Services	65,242	56,924	47,025	41,505	46,919
Capital	514	2,207	0	0	0
Total General Fund	\$ 135,494	\$ 84,820	\$ 87,481	\$ 71,428	\$ 46,919

SPECIAL REVENUE Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
DCF-Adult Day Training	\$194,120	\$211,747	\$281,929	\$ 202,889	\$242,024
DCF-Transportation	31,601	33,990	32,630	32,630	33,990
DCF-Supported Employ	72,567	59,973	28,200	42,076	42,076
DCF-Supp Indep Living	23,700	59,440	35,270	20,994	20,994
Private Clients	48,429	10,717	48,126	22,026	0
Total Revenue	\$ 370,417	\$ 375,867	\$ 426,155	\$ 320,615	\$ 339,084

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 306,309	\$ 195,008	\$ 131,328	\$ 137,931	\$ 102,284
Operating	62,667	152,116	292,414	174,284	236,800
Internal Services	0	0	0	0	0
Capital	5,422	0	2,413	0	0
Total General Fund	\$ 374,398	\$ 347,124	\$ 426,155	\$ 312,215	\$ 339,084

Special Revenue Budgeted Positions	6	6	1	1
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Budget Highlights

- The General Fund will provide funding for Internal Services only.
- The Log Cabin Training Center is funded by Medicaid's Medwaiver program, fees from private clients, and independent revenue generating activities which covers the salary of one City employee.
- By the end of FY 04/05, the City will transition/outsource the Training Center through an RFP process to a private entity to continue providing a day-training program for developmentally disabled adults.

ANSWER CENTER & COMMUNITY OUTREACH

Mission

Answer Center

Our mission is to provide a high level of customer service and accurate information in an expedited fashion to the public and our City departments. In-doing so, produce superior performance and foster growth and achievement for our employees.

- Ethical conduct in dealing with our colleagues, customers, and the public, providing the basis for earned trust.
- Mission Success as we carry out our responsibility to achieve superior performance and to provide our residents the quality products and services they deserve.
- A Broad Range of services that are designed to meet the needs of our residents and community.
- Active, Responsible Citizenship to the community in which we live and work.

Community Resource and Outreach

Community Resource and Outreach Division provides residents and neighborhood groups with a convenient communications link to reach their local government. The Division serves as an advocate for neighborhoods and encourages community involvement and partnerships. The Division's Community Resource Coordinators provide information about City Services to the neighborhoods, hear residents concerns and suggestions and work with the City's service delivery departments to achieve solutions and resolutions.

Major Accomplishments

Answer Center

- Unveiling of the Answer Center where 4 staff members respond to over 5,000 calls per month.
- Implementation of web base tracking system "Better Place" where our residents have 24 hour access to service requests in addition to speaking directly with our Answer Center, we now can track any request until resolved.
- Answer Center staff opens over 5000 cases on Better Place database.

- Implementation of the new Passport Agency with projected revenues of \$60,000 per year and staffed 5 INS ceremonies at the Convention Center.
- Customer Service training and development of the call center staff in dealing with conflict resolution.
- Implementation of the Resource Center/Lending Library. Employees can check-out books, CD's and business articles (career development).

Community Resource & Outreach

- Community Resource Coordinators have facilitated community meetings in 13 neighborhoods in the three districts to identify and resolve service delivery concerns and how to access information.
- Established Task Force in the South, Mid and North Beach area which consist of representatives from each service delivery department within the City to develop long-term comprehensive solutions to neighborhood concerns. The Community Resource Team member facilitates and coordinates with various departments/divisions to target service requests issues and quality of life while delivering City services.
- The division coordinators research service requests, recommend solutions and forward to the appropriate departments and track for completion by staff.
- Launched Volunteer Network; a comprehensive volunteer service program that will encourage public participation, further enhance a sense of community and utilize volunteers in their skilled or interest areas. Such as neighborhood clean-ups or serving internships at City Hall.
- Community Resource & Outreach team continued to work in the neighborhoods to develop and implement environmental outreach and awareness programs. Additional waterway cleanups were organized, as well as beach and park cleanups held throughout the year.
- Outreach and Education for Health and Life Safety Programs. Our third annual Miami Beach Residential Hurricane Fair was held in June on Lincoln Road.
- Community Emergency Response Team (CERT) training for Miami Beach residents to help citizens prepare to help themselves, their families, and their neighbors in the event of a catastrophic event.
- Homeowners Association Workshops; educating the community on how to build a strong Homeowners Association.

- Neighborhood Leadership Academy continues to be a strong educational element to the community and our residents. The NLA Alumni Association was created and is working towards common goals.

Goals and Objectives

Answer Center

- Increase internal and external awareness of our Answer Center.
- Cross training of Answer Center with various internal departments to better understand their position
- Properly track all service request for Better Place until resolved
- Recurrent internal training for staff with cutting edge Customer Service developments
- Further develop Answer Center as a centralized area for entire City Hall within the next 2-5 years
- Work with Florida League of Cities to expand our current CSR system.
- Increase the level of service when calls are answered while minimizing our abandonment rate to less than 20%
- Monitor Customer Service interactions to ensure our Customers receive the highest level of service while contacting City Hall
- External – Pubic Awareness/Public Relations
- Continue promoting the Answer Center as the centralized information area by meeting with our community, Police and Fire Department to ensure awareness
- Distribute our Residence Guide, Passport information and Answer Center brochures at every community meeting facilitated by our Outreach Team and city event
- Promote awareness at various city and public functions and articles in the Miami Herald Neighbors, local papers and other resources
- Continue to develop staff in order to deliver consistent, exceptional customer service when dealing with internal and external customers

- Re-current training of conflict resolution

Community Resource & Outreach

- Improve the delivery of City of Miami Beach services.
- An environmental Earth Team of five to eight to eight volunteer households will be formed as a pilot project in a neighborhood in Miami Beach. Participants will meet every two weeks over a four month period to discuss actions that they can take to live a more earth friendly life while getting to know each other.
- The Indian Creek Greenway pilot project will be in the area along Indian Creek between 24th and 26th street. Staff will provide outreach and coordination to land owners in an effort for the City to take over rights for the land on which the project will be constructed.
- Facilitate outreach efforts to the South, Middle, and North Beach neighborhoods of Miami Beach to increase citizen satisfaction of the delivery of City Services.
- Work with departmental liaisons and City employees to improve reporting and resolution of service requests.
- Serve as a conduit for the neighborhoods to emergency training programs, such as Community Emergency Response Teams (CERT).
- Continue to foster and assist with the Leadership Academy designed for residents of Miami Beach as an interactive civic and public information program.
- Get on the Map Project, efforts are being made to update all active homeowner associations and place them on our website city map by district. This will allow residents easy access to information within their communities.

Performance Measurements

Answer Center	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
Calls	18,000	33,600	42,000	60,000
Service Requests	5,436	7,852	7,900	8,300
Completed Service Requests	5,327	7,258	7,400	8,000
Abandonment rate	42%	31%	29%	18%

	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
Comm Resource & Outreach				
Organize Neighborhood Meetings	0	7	12	12
Neighborhood Newsletters	0	7	12	12
Number of service requests	0	250	1,000	2,000
Develop Neighborhood Programs	0	0	2	2 *
Outreach and Education	0	0	3	4 **
Organize NLA	1	2	1	2

- * Develop Landlord Tenant Relations Program
 ** Indian Creek Greenway pilot project
 ** Develop Home Owners Association Workshop
 ** Hurricane Fair
 ** CERT

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Passport App Fees	\$ 0	\$ 54,693	\$ 50,000	\$ 81,334	\$ 60,000
Total	\$ 0	\$ 54,693	\$ 50,000	\$ 81,334	\$ 60,000

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 320,772	\$ 405,041	\$ 418,808	\$ 399,367	\$ 413,329
Operating	14,112	34,847	33,403	25,575	39,930
Internal Services	88,205	116,578	95,657	73,812	74,359
Capital	0	4,077	0	0	0
Total General Fund	\$ 423,089	\$ 560,543	\$ 547,868	\$ 498,754	\$ 527,618
Budgeted Positions	8	9	8		6

Budget Highlights

- A net savings of \$14,810 was achieved by eliminating a vacant Administrative Aide I position in the Answer Center and adding \$15,000 to operating for temporary services.
- The vacant Community Resource Coordinator position deferred in FY 03/04 was eliminated, and the Community Resource Manager position was reclassified to a Community Resource Coordinator.

CODE COMPLIANCE

Mission

The Code Compliance Division is responsible for seeking compliance with certain provisions contained in the Miami Beach City Code. The goal is to insure full compliance with those ordinances, regulations, and codes within the Division's jurisdiction. Compliance is achieved not only through scheduled inspections but also by investigation of citizen complaints associated with all parcels of land and improvements thereon in the City of Miami Beach.

Major Accomplishments

- Restructure Code Compliance Division by empowering Code Compliance Administrators to take control of the day-to-day operations of the division.
- Developed "Business/Quality Improvement Team"/Quality Circle in order to conduct group studies on how to improve the effectiveness of work in their department.
- Review underway of existing processes, policies and/or ordinances that may be obsolete or need revision.
- Developed and foster a customer service approach to code compliance.
- Increased enforcement of quality of life violations that affect the residents of Miami Beach.
- Participated in the City's Task Force to address quality of life issues.
- Courtesy notices were developed in the form of a door hanger that notifies the residential property owner of a visit to the residence and the need for a minor violation to be corrected.
- Participated in evening neighborhood meetings have been held to inform citizens of various procedures and to gain insight on the various neighborhood needs.
- FY 2003/04 projected revenue collection through prosecution before the Special Master is \$300,000.
- Increased compliance of Occupational License violations.

Goals and Objectives

- To develop and promote a customer service approach and attitude to code compliance.
- To ensure that all properties in the city meet minimum standards required for human habitation, public health and welfare.
- To ensure the standards established in the comprehensive zoning ordinance 2665 of the City of Miami Beach are enforced.
- To ensure that all businesses operating within the City are licensed and comply with Chapter 20 of the City code.
- To ensure that all buildings within the city obtain a certificate of use and comply with section 8- 3 (3) of the city code.
- To ensure compliance with city code regulations regarding garage sales; 25-67.4, sidewalk cafes; 39-28, and beach concessions.
- To ensure compliance with chapter 21-28 of the Metro-Dade County ordinance concerning noise regulations.
- To ensure that all properties within the City of Miami Beach comply with city code sect. 25-81; unauthorized signs, and sect. 39-23; maintenance of sidewalks and swales.

Performance Measurements

	<u>Actual 2002</u>	<u>Projected 2003</u>	<u>Proposed 2004</u>	<u>Estimated 2005</u>
<u>Workload Measures</u>				
Inspections	30,699	35,000	35,500	36,000
Violations	8,122	7,500	7,000	6,000

	<u>Actual 2002</u>	<u>Projected 2003</u>	<u>Proposed 2004</u>	<u>Estimated 2005</u>
<u>Workload Measures</u>				

Effectiveness Measures

Percent Ratio of Field-to-Office, research hours (Compliance Officers)	60/21/19	70/10/20	70/10/20	85/15
Compliance Prior to Special Master Hearings	85%	90%	90%	95%
Special Master Cases	1,105	1,000	1,000	1,000

Efficiency Measures

Maintain an average number of new cases per officer at 75 per quarter	76	75	75	n/a
Monthly average of "Letter of Intent" Inspections per Officer	14.5	15	15	n /a

Financial Summary

GENERAL FUND Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Code Enf Violations	\$ 634,373	\$ 450,172	\$ 600,000	\$ 168,911	\$ 400,000
Total	\$ 634,373	\$ 450,172	\$ 600,000	\$ 168,911	\$ 400,000

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 1,307,975	\$ 1,420,484	\$ 1,483,697	\$ 1,459,695	\$ 1,688,923
Operating	52,949	60,116	45,381	44,089	70,456
Internal Services	442,960	428,974	385,071	406,449	390,767
Capital	0	930	16,000	15,966	32,400
Total General Fund	\$ 1,803,884	\$ 1,910,504	\$ 1,930,149	\$ 1,926,199	\$ 2,182,546

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Other Funds					
CDBG	\$ 37,007	\$ 41,084	\$ 45,000	\$ 45,000	\$ 72,581
Quality of Life-N Beach	36,000	36,000	36,000	36,000	36,000
Sanitation	195,457	203,275	215,471	215,471	211,946
Total Other Funds	\$ 268,464	\$ 280,359	\$ 296,471	\$ 296,471	\$ 320,527

Budgeted Positions				
General Fund	29	28	29	31
CDBG	1	1	1	2
Quality of Life	1	1	1	1
Sanitation	4	4	4	4
Total Budg Positions	<u>35</u>	<u>34</u>	<u>35</u>	<u>38</u>

Budget Highlights

- The Director position is being reclassified to a lower pay grade.
- Funding is included in this budget for the purchase of additional printers (\$6,400) and for nuisance animal removal (\$5,000).
- Three additional Code Officers have been added to continue to address quality of life issues such as illegal dumping, sanitation and noise. Two officers will be funded by the General Fund and one by Community Development Block Grant (CDBG) funds for the north end.

HOUSING & COMMUNITY DEVELOPMENT

Mission

The Housing and Community Development division's primary mission is to administer and monitor the activities funded through the federal grants that the City receives from the U.S. Department of Housing and Urban Development (HUD). Secondly, the division works with other city departments and community based partners to develop and maintain viable urban neighborhoods. This is done by leveraging said federal funds to carry out housing and community development activities which may include creating economic development opportunities, activities and jobs; providing broad-based social services which includes childcare, programs for the elderly, youth programs and activities, and other general public services aimed at benefiting low and moderate income residents; preserving and collaborating with the creation of affordable homeownership opportunities; and improving the city's infrastructure through construction, rehabilitation and/or funding neighborhood facilities and other public capital improvements. Lastly, the division administers and monitors the housing activities supported by the State Housing Initiatives Partnership Program (SHIP).

Major Accomplishments

- Received, reviewed and analyzed funding recommendations for 41 proposals in response to the annual CDBG and ESG Request for Proposals.
- Provided funds for 29 programs and activities for housing rehabilitation, homeless prevention, community development and capital improvement needs. needs and programs for homeless and homeless prevention.
- Provide \$472,472 in CDBG funds for public services in the areas of child care, youth programs, services for the elderly, meals for people living with AIDS, emergency vouchers for rental assistance and/or utilities, AIDS counseling and health services for low and moderate income persons.
- Allocated \$477,500 in CDBG funds for housing programs including direct homeownership opportunities, housing counseling and residential rehabilitation programs.
- Awarded \$335,000 towards economic development and neighborhood revitalization.
- Used the city's various media (internet and cable access channel) to promote the activities and programs funded through the Housing and Community Development division.

Goals and Objectives

- Participate in National Community Development Week (April 2004) which is intended to educate congress and the general citizenry on the CDBG program's benefits to income-eligible individuals.
- To renew the annual application for the Community Development Block Grant (CDBG) program and administer the entitlement amount of \$2,118, 000.
 - 1) Prepare the Request For Proposals (RFP) for federal funds to allow a competitive process for the distribution of FY 2004/05 CDBG funds. Issue RFP on or around February 6, 2004.
 - 2) Conduct a minimum of two public hearings/meetings as mandated by federal law, to receive public input to develop the FY 2004/05 One-Year Action Plan; conduct required 30 day comment period for draft of One Year Action plan (June 6, 2004 – July 6, 2004).
 - 3) Submit to HUD the adopted One-Year Action Plan for the CDBG, HOME, and ADDI funds prior to the August 16th deadline.
- Prepare all applicable contracts for the program year by October 1, 2004 (start of new fiscal year); submit all amendments and conduct a comprehensive annual performance evaluation prior to December 29, 2004.
- Update the Citizen Participation Plan, as necessary.
- To renew the annual application for the HOME Investment Partnerships Program (HOME) and administer the entitlement amount of \$1,290,580 for housing rehabilitation and assistance to new homebuyers; and to expand the supply of affordable homeownership and rental housing for income-eligible persons.
 - 1) Issue a Notice of Funding Availability of HOME Program funds by May 20, 2005.
- To provide affordable homeownership opportunities and rehabilitate the existing housing stock through the administration of approximately \$426,420 funds from the State Housing Initiatives Partnership (SHIP) Program.

Performance Measurements

	2002 Actual	2003 Actual	2004 Projected	2005 Estimated
Review, evaluate and propose funding for proposals received under RFP for CDBG.	57	52	52	41
Reserve and commit HOME Funds within 24 months of allocation.	24	24	24	24

Financial Summary

OTHER FUNDING Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Proposed
CDBG Allocation	\$ 2,867,000	\$ 2,777,000	\$ 2,163,000	\$ 2,163,000	\$ 2,118,000
ESG Allocation	98,000	98,000	95,000	95,000	0
HOME Allocation	1,626,000	1,728,000	1,292,021	1,292,021	1,290,580
ADDI Allocation	0	0	56,744	56,744	66,960
SHIP Allocation	547,188	575,474	429,255	429,255	426,420
Total	\$ 5,138,188	\$ 5,178,474	\$ 4,036,020	\$ 4,036,020	\$ 3,901,960

OTHER FUNDING Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Proposed
Administration					
CDBG	\$ 653,400	\$ 635,400	\$ 632,600	\$ 632,600	\$ 523,600
ESG	4,900	4,900	4,750	4,750	0
HOME	162,600	172,800	129,203	129,203	129,058
ADDI	0	0	5,675	5,675	0
SHIP	54,718	57,547	42,926	42,926	42,642

Total Administration \$ 875,618 \$ 870,647 \$ 815,154 \$ 815,154 \$ 695,300

Programming					
CDBG	\$ 2,213,600	\$ 2,141,600	\$ 1,530,400	\$ 1,530,400	\$ 1,594,400
ESG	93,100	93,100	90,250	90,250	0
HOME	1,463,400	1,555,200	1,162,818	1,162,818	1,161,522
ADDI	0	0	51,069	51,069	66,960
SHIP	492,470	517,927	386,329	386,329	383,778

 \$ 4,262,570 \$ 4,307,827 \$ 3,220,866 \$ 3,220,866 \$ 3,206,660

Total Expenditures \$ 5,138,188 \$ 5,178,474 \$ 4,036,020 \$ 4,036,020 \$ 3,901,960

Budgeted Positions	2002 Actual	2003 Actual	2004 Budget	2005 Adopted
CDBG	9.06	9.06	8.11	5.15
ESG	0.00	0.00	0.00	0.00
HOME	2.67	2.67	2.91	1.50
SHIP	0.88	0.88	0.79	0.60
Total Positions	12.61	12.61	11.81	7.25

Budget Highlights

- Federal - Community Development Block Grant (CDBG) entitlement allocation of \$2,118,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients provides services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.
- There will be no federal - Emergency Shelter Grant (ESG) allocation in FY 04/05.
- Federal - HOME Investment Partnerships (HOME) entitlement allocation of \$1,290,580 from the U.S. Department of Housing and Urban Development (HUD), to provide affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.
- Federal – American Dream Downpayment Initiative (ADDI) entitlement allocation of \$66,960 through the HOME program from the U.S. Department of Housing and Urban Development (HUD), provides low income families with homeownership opportunities.
- State - State Housing Initiatives Partnership (SHIP) Program funding allocation of \$426,420 from the State of Florida to provide rehabilitation of housing units for homeownership opportunities.
- The Housing and Community Development division is being restructured to address reduction in entitlement funds. Three positions are being eliminated, three are being reclassified, and all staff will be cross-trained.

Departmental Budget History

FY 03/04

Administration

- This budget includes funding for three positions (two funded 100% General Fund and the other split funded between the General Fund, Community Development Block Grant Funds and HOME Investment Partnership Program funds).
- An Office Associate IV position was transferred from the Community Resource and Outreach Division.
- Savings of \$4,855 were achieved as a result of reducing operating expenses.

Children/Elder Affairs/Homeless Coordination

- The Office of Children/Elder Affairs and the Office of Homeless Coordination have been combined into one.
- The director of this Office also oversees the Log Cabin Training Center.

Log Cabin Training Center

- An Employment Specialist/Instructor position was eliminated and the funds transferred to Professional Services to fund contractual instructors. This does not reduce dollars but increases the number and flexibility of the contractual instructors hired.
- The Log Cabin Training Center is funded by the State of Florida Department of Children and Family Services, the City's General Fund, and private contracts.

Answer Center

- The director of this division also oversees the Community Resource and Outreach Division.

Community Resource Management

- Savings of \$84,360 were achieved by not funding a vacant Community Resource Coordinator position and reducing operating costs..
- The Office Associate IV position was transferred to the Administration Division.

Code Compliance

- Savings of \$114,274 were achieved by reducing operating costs and eliminating the Assistant Director position as part of restructuring the division.
- Funding (\$53,555) for a Code Compliance Officer I position dedicated to monitoring all businesses in the City regarding conformity with all licensing requirements. This Code Officer will make sure that new businesses opening within City limits are properly licensed, have been registered with Resort Tax, and have complied with all payment requirements to the City. This position will be funded from the additional revenue generated from licensing businesses which are now operating without licenses.
- Funding is included for 30 positions, 28 funded by the General Fund, one funded by Community Development Block Grant, and one by Resort Tax - Quality of Life funds (QLF).

Housing & Community Development

- Federal - Community Development Block Grant (CDBG) entitlement allocation of \$2,163,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients by providing services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.
- Federal - Emergency Shelter Block Grant (ESG) entitlement allocation of \$95,000 from the U.S. Department of Housing and Urban Development (HUD), by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.
- Federal - HOME Investment Partnerships (HOME) entitlement allocation of \$1,292,021 from the U.S. Department of Housing and Urban Development (HUD), by providing affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.
- State - State Housing Initiatives Partnership (SHIP) Program funding allocation of \$709,151 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

FY 02/03

Administration

- This budget includes funding for two positions (one funded 100% General Fund and the other split funded between the General Fund, Community Development Block Grant Funds and HOME Investment Partnership Program funds).
- Savings of \$17,500 were achieved as a result of reducing operating expenses

Children & Elder Affairs

- The Office of Children's Affairs and the Office of Elder Affairs have been combined to form the Office of Children's and Elder Affairs.
- The director of the Office of Children's and Elder Affairs now oversees the Log Cabin Training Center.

Log Cabin Training Center

- The Director of the Office of Children's and Elder Affairs has assumed management of the Training Center resulting in the elimination of one position and a savings to the General Fund.
- The Log Cabin Training Center is funded by the State of Florida Department of Children and Family Services, the City's General Fund, and private contracts.

Answer Center

- This budget includes funding for two additional positions (\$51,500) and capital (\$8,500) to expand the Answer Center by increasing the hours of service with staggered schedules, and instituting a Passport Program. This program will allow the Answer Center to accept passport applications for the U.S. Department of State and take passport pictures. Staff will be stationed at the Miami Beach Convention Center during INS naturalization ceremonies to assist the new citizens in obtaining a passport.
- Funding for one current vacant position will be augmented by savings from a vacant position being eliminated from Community Resource Management. This position will oversee the Answer Center and Community Resource Management.

Homeless Coordination

- This budget includes funding for one position as well as some operating expenses. Additional operating expenses are provided by Community Development Block Grant funds and Emergency Shelter Grant funds.

Community Resource Management

- One vacant position will be eliminated and funds will be reallocated to augment a current vacant position in the Answer Center. This position will oversee the Answer Center and Community Resource Management.

Code Compliance

- Funding is provided for an additional Code Compliance Officer II (\$36,580) to ensure that every business in Miami Beach is operating with a current Occupational License and Certificate Use. Revenues are projected to offset the cost of this position as well as provide additional revenues to the General Fund

Housing & Community Development

- The division administers the federal Community Development Block Grant (CDBG) entitlement allocation of \$2,770,000 from the U.s. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients by providing services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.
- This division also administers the federal Emergency Shelter Block Grant (ESG) entitlement allocation of \$98,000 from the U.s. Department of Housing and Urban Development (HUD), by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.
- The division administers the federal HOME Investment Partnerships (HOME) entitlement allocation of \$1,728,000 from the U.s. Department of Housing and Urban Development (HUD), by providing affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.
- This division also administers the State Housing Initiatives Partnership (SHIP) Program funding allocation of \$709,151 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

01/02

Administration

- The Neighborhood Services Department Director position was transferred from the Economic Development Department. The position is split funded by the General

Fund, Community Development Block Grant (CDBG) funds and Home Investment Partnerships (HOME) funds.

- Funding was also provided for an Assistant to the Director, operating expenses (\$9,000) and capital funds (\$11,400) for office furnishing and computer equipment.

Children's & Elder Affairs

- Funding (\$54,006) was included for (2) previously grant-funded positions to continue the Truancy Intervention Program and the North Beach Youth Corps Program.
- The Grants Writer position (\$49,335) has been transferred to the Grants Management function.
- The Office of Children's Affairs and the Office of Elder Affairs were merged into the Office of Children's & Elder Affairs.

Log Cabin Training Center

- The Log Cabin Training Center is funded by the State of Florida Department of Children & Family Services' Day Training Program & Supported Employment (\$350,000), Supported Independent Living Program (\$24,457), Private Clients (\$37,000), and the General Fund (\$139,833).

Homeless Coordination

- The Homeless Coordinator position funded by CDBG funds in FY 00/01 was transferred to the Homeless Coordination Division of Neighborhood Services funded by the General Fund.

Community Resource Management

- This budget included funding for an additional Community Resource Coordinator (\$44,151). The position was transferred from the Public Works Community Service Teams and reclassified.
- In FY 00/01 this Division was part of the Public Works Department.

Code Compliance

- Two (2) additional Code Compliance Officers were funded from CDBG and "Quality of Life" funds to serve the North Beach area.
- A total of \$372,336 was budgeted for Internal Service Charges, for Information Technology resources, such as computers, printers, phones and radios; property

and liability insurance coverage as part of the City's Self Insurance Program; support from Fleet, Central Services and Property Management.

Housing & Community Development

- Administered the federal Community Development Block Grant (CDBG) entitlement allocation of \$2,756,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients by providing services such as child care, meals for the elderly, youth services and special needs programs, historic preservation and rehabilitation, street and other capital improvements. Rehabilitated rental units through the multi-family Housing Rehabilitation Program within designated target areas to enhance the quality of life for Miami Beach residents.
- Administered the federal Emergency Shelter Block Grant (ESG) entitlement allocation of \$98,000 from the U.S. Department of Housing and Urban Development (HUD) by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.
- Administered the federal HOME Investment Partnerships (HOME) entitlement allocation of \$1,472,000 from the U.S. Department of Housing and Urban Development (HUD) by providing affordable rental and homeownership opportunities. Planned HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.
- Administered the State Housing Initiatives Partnership (SHIP) Program funding allocation of \$482,339 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

FY 00/01

Children's Affairs

- Addition of Grants Writer/Researcher to seek additional funds to expand programs.

Elder Affairs

- The City Commission on 1/12/00 via Resolution #2000-23459 created the Office of Elder Affairs.

Log Cabin Training Center

- The Log Cabin Training Center is funded by the State of Florida Department of Children & Family Services' Day Training Program & Supported Employment (\$330,000), Supported Independent Living Program (\$23,348), Private Clients (\$27,500), and the General Fund (\$129,846).

Code Compliance

- Revenues from Code Enforcement Violations, including Marine and Other fines (\$406,000) help support the operation and contribute to the General Fund.
- The budget provides for the addition of an Administrative Aide I (\$28,942) to assist the department in responding to the increased number of complaints of violations during evening hours in Code Compliance.
- Approximately \$48,000 for the lease of 17 vehicles (replacement) is being provided in the Fleet Management Fund. This upgrading the fleet of the Code Compliance staff took place during FY 99/00.

Housing & Community Development

- Administered the federal Community Development Block Grant (CDBG) entitlement allocation of \$2,770,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its sub-recipients by providing services such as child care, meals for the elderly, youth services and special needs programs, historic preservation and rehabilitation, street and other capital improvements. Rehabilitated rental units through the multi-family Housing Rehabilitation Program within designated target areas to enhance the quality of life for Miami Beach residents.
- Administered the federal Emergency Shelter Block Grant (ESG) entitlement allocation of \$98,000 from the U.S. Department of Housing and Urban Development (HUD) by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.
- Administered the federal HOME Investment Partnerships (HOME) entitlement allocation of \$1,472,000 from the U.S. Department of Housing and Urban Development (HUD) by providing affordable rental and homeownership opportunities. Planned HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.
- Administered the State Housing Initiatives Partnership (SHIP) Program funding allocation of \$482,339 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

FY 99/00

Children's Affairs

- The Children's Affairs budget includes funding to reduce truancy with the aid of grant funded positions.

Log Cabin Training Center

- The Log Cabin Training Center is funded by the State of Florida Department of HRS's Day Training Program & Supported Employment (\$265,000), Supported Independent Living Program (\$17,460), Private Clients (\$25,000), and the General Fund (\$143,433).

Code Compliance

- Revenues from Code Enforcement Violations, including Marine and Other fines (\$300,000) help support the operation and contribute to the General Fund.
- The budget provides funding of \$32,699 for the addition of an Office Associate IV to assist the Department Director and Assistant Director of Code Compliance in responding to the needs of the City Manager's Office, Mayor and Commissioners, and citizens.
- The Fleet Management Fund provides for replacement of two trucks (\$30,298) for Code Compliance.

Housing & Community Development

- Administered the federal Community Development Block Grant (CDBG) entitlement allocation of \$2,773,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its sub-recipients by providing services such as child care, meals for the elderly, youth services and special needs programs, historic preservation and rehabilitation, street and other capital improvements. Rehabilitated rental units through the multi-family Housing Rehabilitation Program within designated target areas to enhance the quality of life for Miami Beach residents.
- Administered the federal Emergency Shelter Block Grant (ESG) entitlement allocation of \$98,000 from the U.S. Department of Housing and Urban Development (HUD) by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.
- Administered the federal HOME Investment Partnerships (HOME) entitlement allocation of \$1,471,000 from the U.S. Department of Housing and Urban Development (HUD) by providing affordable rental and homeownership opportunities. Planned HOME Program initiatives include acquisition and rehabilitation of rental units and/or homeownership opportunities.
- Administered the State Housing Initiatives Partnership (SHIP) Program funding allocation of \$353,051 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

FY 98/99

Children's Affairs

- The Children's Affairs budget reflects an increase in part-time office assistance from five to twenty hours per week.
- A staff of 27 professionals, including 8 administrative staff, 15 Code Compliance Officers, and 4 Code Compliance Supervisors, supports Code Compliance. The FY 98/99 budget reflects a consolidation of supervisory positions, by adding two Code Compliance Supervisors and one Assistant Director, and reducing six Code Compliance Field Supervisors. This consolidation represents an estimated savings of approximately \$115,000.

Log Cabin Training Center

- The Log Cabin Training Center is funded by the State of Florida Department of HRS's Day Training Program & Supported Employment (\$265,000), Supported Independent Living Program (\$17,460), Private Clients (\$25,000), and the General Fund (\$127,414).

Code Compliance

- Revenues from Code Enforcement Violations (\$524,000), including Marine and Other fines (\$23,000) help support the operation and contribute to the General Fund.
- The Code Compliance budget includes funding of \$145,426 for the replacement of 10 vehicles is being provided in the Fleet Management Division.

Housing & Community Development

- Administered the federal Community Development Block Grant (CDBG) entitlement allocation of \$2,756,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its sub-recipients by providing services such as child care, meals for the elderly, youth services and special needs programs, historic preservation and rehabilitation, street and other capital improvements. Rehabilitate rental units through the multi-family Housing Rehabilitation Program within designated target areas to enhance the quality of life for Miami Beach residents.
- Administered the federal Emergency Shelter Grant (ESG) entitlement allocation of \$108,000 from the U.S. Department of Housing and Urban Development (HUD) by funding established emergency shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.

- Administered the federal HOME Investment Partnership (HOME) entitlement allocation of \$1,361,000 from the U.S. Department of Housing and Urban Development (HUD) by providing affordable rental and homeownership opportunities. Planned HOME Program initiatives include construction, rehabilitation and ownership of condominium and rental.
- Administered the State Housing Initiatives Partnership (SHIP) Program funding allocation of \$336,366 from the State of Florida by providing the rehabilitation of

PARKS AND RECREATION DEPARTMENT

Mission

The Parks and Recreation Department is committed to fulfilling the recreational, cultural and leisure interests of all that live, work and play in our vibrant, tropical, historic community.

Major Accomplishments

- Finalized and implemented the reorganization of the Parks and Recreation Department including positive modifications that resulted in substantial improvements in customer service delivery, fostered facility staff ownership and the implementation of best practices.
- Completed the National Recreation and Parks Association National Accreditation. In October of 2003 this recognition was awarded to the Parks and Recreation Department by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). The Miami Beach Parks and Recreation Department is one of only 47 Parks and Recreation Departments in the United States to earn this prestigious certification which acknowledges compliance with more than 150 multi-faceted best practice standards.
- Revised the distribution processes and format to create a ***Recreation Review*** magazine that is more user- friendly and achieved a higher customer service standard, three times per year with a distribution of 56,000 Miami Beach households by developing an advertising program to offset a portion of printing/distribution costs. This year's advertising sales totaled \$53,250.
- Conducted a comprehensive analysis of fees and charges for the Department's programs, services and facility rentals based on a comparative study of services and fees charged. Used this information and other data to successfully change the fees and charges effective October 2003.

Please refer to individual Division Budgets For a Comprehensive Listing of Major Accomplishments.

The Parks & Recreation Department is made up of four divisions: Administration, Parks & Landscape Maintenance, Recreation, and the Miami Beach Golf Club. The Ocean Rescue Division was transferred to the Fire Department is FY 03/04.

Departmental Goals & Objectives

- Work with the Capital Improvements Office to continue the implementation of the construction and close-out phases of the \$15 million Parks Improvements General Obligation Bond, \$7.2 million Miami Dade County Safe Neighborhoods Parks Bond, and \$24.8 million dedicated to parks from the 99 General Obligation Bond for projects pursuant to the Master Plan developed for the parks improvements program, as detailed in the Parks Master Plan; it is also anticipated that the following Parks Improvements/CIP Programs will be implemented:

Projects anticipated to be completed by September 30, 2004	Projects anticipated to be under construction/ near completion by December 2004	Projects anticipated to be under design and/ or out to bid prior to September 30, 2005
<ul style="list-style-type: none"> ⇒ Scott Rakow Youth Ctr. – Phase I ⇒ North Shore Park and Youth Center 	<ul style="list-style-type: none"> ⇒ Normandy Isle Park/ Pool ⇒ North Shore Open Space Park – Phase – III ⇒ Miami Beach Golf Club Clubhouse And Related Facilities 	<ul style="list-style-type: none"> ⇒ South Pointe Park ⇒ North Shore Open Space Park (Phase IV depending on funding available) ⇒ Flamingo Park (Phase II) ⇒ Normandy Shore Golf Course, Clubhouse and Related Facilities ⇒ Lummus Park (Phase II) ⇒ Parks Maintenance Yard ⇒ Muss Park ⇒ Washington Avenue Park ⇒ Fairway Park ⇒ Scott Rakow Youth Ctr. – Phase II

- Continue the implementation of the Parks and Recreation Department's new organizational structure to further promote and educate the Department's customers of the Parks Facility Managers format; and to ensure the Parks Facility Manager's take ownership of their Park including all aspects of operations, management and budget, maintenance, program delivery and customer service.
- Continue the implementation of the Corporate Sponsorship Program as a means of creating new City revenue streams; a tool to further enhance the City's national and international positioning; as a world-class resort destination; and as a tool to further enhance City economic development programs.
 - A. Complete process (begun in fiscal 2003-2004) of selecting a Consultant and of inaugurating a Corporate Sponsorship for the City of Miami Beach.
 - B. Negotiate, implement and evaluate sponsorship agreements.

- Develop new and enhance existing revenue streams to offset costs for expanded Recreation Review Magazine, costs of facilities maintenance, and costs for athletic leagues
 - A. Further develop the Recreation Review magazine with a goal of making the magazine self-supporting by blending program information with advertising to generate revenues equal to a minimum of 85% of the printing and mailing costs.
 - B. Increase advertising revenue from Parks & Recreation venues
 - 1. Develop additional Parks & Recreation advertising venues
 - 2. Develop new promotions for use in Recreation Review magazine, and on City website and City cable TV - channel 20
 - C. Increase revenues in support of athletic leagues
 - 1. Broaden athletic league marketing program to include Home Owner Associations, civic organizations, retail businesses
 - 2. Develop new promotions for use in Recreation Review magazine, and on City website and City cable TV channel 20
 - 3. Market additional league sponsorships
- Establish jurisdiction and enforcement of urban green space policies to comprehensively manage protect and enhance the City's urban forest.
 - A. Research, draft, and adopt a comprehensive Street Tree Master Plan.
 - B. Establish a Tree Board.
 - C. Draft and propose a new City ordinance regarding urban forestry policies and practices.
 - D. Acquire jurisdictional authority of tree issues from Dade County's Department of Environmental Resources.
- Continue the implementation of the marketing plan for the Miami Beach Golf Club that is designed to attract the international, national traveler as well as the day guest and resident through an aggressive promotions program including local media, internet programming, travel and golf magazines, the development of golf packages with the hotels etc.

- A. Maintain the Miami Beach Golf Club as a highly desired golf destination for the international and national traveler.
- B. Further develop the working relationships with the Greater Miami Visitors and Convention Bureau and the Miami Beach area hotels to establish attractive golf programs and packages that will encourage the hotel guest to play at the Miami Beach Golf Club and extend the visitor's stay in the City.
- C. Develop a marketing campaign that will strengthen the winter 2005 seasonal play by 5 -10% over the previous year.
- D. Maintain an internet website for the Miami Beach Golf Club that comprehensively informs a potential golfer of the facilities, rates, access and methods to make reservations, including the ability for golfers to make and pay for tee-times on line.

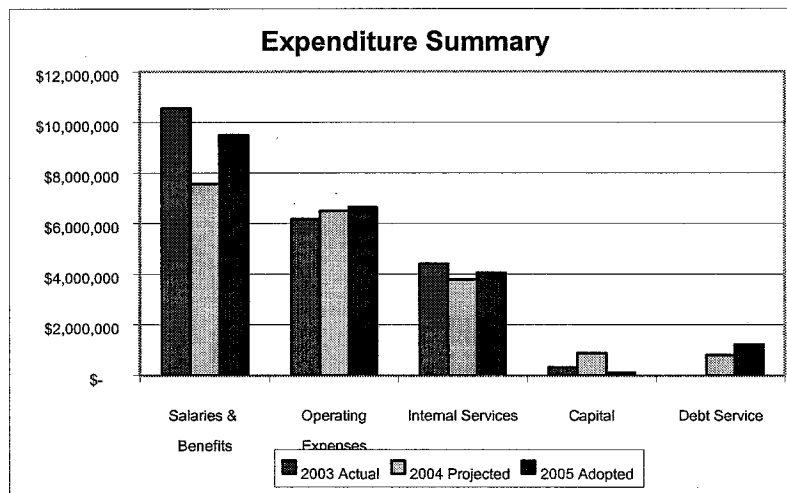
Departmental Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
FDOT Causeways	\$ 375,000	\$ 225,000	\$ 300,000	\$ 300,000	\$ 300,000
Pools	20,260	63,023	228,500	105,011	245,000
Tennis Centers	73,565	0	48,000	50,054	48,000
Scott Rakow Youth Ctr	31,250	31,610	16,972	47,484	67,500
After School Program	0	0	197,500	197,500	197,500
Summer Camps	0	0	171,000	45,000	45,000
Park Sponsorships	0	0	250,000	0	0
Recreation Rental/Classe	67,798	38,419	25,000	1,425	48,150
Community Centers	2,866	1,740	1,500	2,630	2,300
NS Open Sp-Admission	1,100	0	0	150	0
Golf Memberships	0	440,489	495,000	247,375	510,000
Cart Fees	0	630,044	769,000	793,938	836,000
Green Fees	0	1,466,472	1,666,700	2,066,618	2,153,636
Range Fees	0	87,543	122,000	81,801	133,900
Vouchers/Rounds Golf	0	8,089	0	0	0
Restaurant	0	12,946	18,000	20,876	20,000
Pro Shop	0	17,298	21,100	44,184	30,000
Golf Lessons	0	37,202	40,665	50,575	52,000
Total	\$ 571,839	\$ 3,059,875	\$ 4,370,937	\$ 4,054,621	\$ 4,688,986

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Administration	\$ 311,181	\$ 506,128	\$ 444,322	\$ 465,357	\$ 496,153
Parks/Landscape Mnt	6,414,211	6,495,446	6,732,735	6,568,490	7,041,860
Recreation	6,189,056	7,025,630	8,640,321	8,633,920	9,840,477
Ocean Rescue	4,553,285	4,681,572	0	0	0
Miami Beach Golf Club	469,693	2,750,745	3,744,617	3,843,089	3,735,536
Normandy Shores Golf	0	0	0	0	401,789
Total	\$ 17,937,426	\$ 21,459,521	\$ 19,561,995	\$ 19,510,856	\$ 21,515,815

* The Ocean Rescue division was transferred to the Fire Department in FY 2004.

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 9,349,163	\$ 10,548,699	\$ 8,010,659	\$ 7,554,515	\$ 9,502,755
Operating Expenses	3,577,115	6,180,273	6,456,644	6,485,203	6,637,260
Internal Services	4,057,784	4,400,115	3,616,508	3,782,221	4,044,971
Capital	953,364	330,434	264,350	878,917	115,492
Debt Service	0	0	1,213,834	810,000	1,215,337
Total	\$ 17,937,426	\$ 21,459,521	\$ 19,561,995	\$ 19,510,856	\$ 21,515,815
Budgeted Positions	220 + 147 pt	231 + 155 pt	186 + 144 pt		187 + 144 pt



ADMINISTRATION

Mission

The primary function of the **ADMINISTRATION DIVISION** is to effectively coordinate, direct, evaluate and support the department's four operating Divisions. This is accomplished by assuring that all established goals and objectives are implemented to the highest productivity and quality levels in a cost effective way, and in adherence of all city rules, regulations and administrative directives. This Division is also responsible for the coordination with the Capital Improvements Projects Department in the development and implementation of the design and construction phases of \$46,000,000 in General Obligation Bonds in compliance with the recommendations of the City's adopted Parks Master Plan and \$15,000,000 in Golf Courses renovations / restorations. During the current fiscal year, a major focus on the professional delivery of high levels of customer service in all areas of the Department was achieved. The continued improvement in the delivery of this service will be a major focus of the Administration Division.

Major Accomplishments

- The Miami Beach Golf Club has been exceptionally well received by residents, day guests and tourists as an outstanding example of a high quality destination golf course. The golf course was nominated to be included in the Golf Digest magazine's Top 10 New Golf Courses in the United States for 2002. The final ranking announced by Golf Digest's was 18th out of 180 new municipal golf courses opened in the United States.
- Implemented a reorganization of the Parks and Recreation Department designed to foster positive change that will result in substantial improvements in customer service delivery, foster facility staff ownership, more effectively manage our resources, create a sole point of contact for our residents in each park and further implement best practices in the field of parks and recreation.
- Met with the Parks and Recreation Programs Blue Ribbon Committee to update them on the progress of the implementation of various recommendations included in the Blue Ribbon Committee's report, including but not limited to:
 - A. An organizational plan that establishes an individual manager for each park and recreational facility to create a first direct point of contact in the chain of command.
 - B. A detailed operational chart that better establishes the Recreation Division's operation with a focus on the physical plant, services and programming provided to its users.
 - C. Updated the Parks and Recreation Department's Policies and Procedures manual.

- D. Expanded and enhanced the training programs to be more progressive and promote and encourage career development.
 - E. Established a full-time development position in the Parks and Recreation Department to secure private sponsorships and partnerships.
 - F. Encouraged and assisted staff to join professional associations such as the National Recreation and Parks Association and the Florida Recreation and Parks Association to foster enhanced professionalism.
 - G. In response to the committee's desire to establish a skate park the Department has extensively analyzed possible scenarios for a skate park and will be discussing them with the Administration in the future.
 - H. Allocated sufficient resources to complete and obtain accreditation by the Commission of Accreditation for Parks and Recreation Agencies (CAPRA)
 - I. Provided customer comment cards at park and recreation locations and have an established formal process for the review and consideration of comments and suggestions.
- Administered professional functions of a \$25 million operation with four (4) operating Divisions, including Recreation, Parks and Landscape Maintenance, Beach Patrol, and the management and supervision of the City's municipal golf courses including the new Miami Beach Golf Club. This includes the maintenance of 750 acres of Parks, golf courses, landscape and urban forested areas; and over thirty (30) parks with facilities addressing the recreational interests of a highly diverse population on youth, adults, senior citizens and disabled individuals through a myriad of recreation programs and services.

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 234,107	\$ 397,591	\$ 363,533	\$ 376,988	\$ 409,767
Operating Expenses	10,842	17,212	10,442	8,661	9,890
Internal Services	64,475	68,179	70,347	79,708	76,496
Capital	1,757	23,146	0	0	0
Total	\$ 311,181	\$ 506,128	\$ 444,322	\$ 465,357	\$ 496,153
Budgeted Positions	4	6	4		4

Budget Highlights

- This budget provides funding for merit, COLA, and increases for four positions.

PARKS & LANDSCAPE MAINTENANCE

Mission

“To provide the citizens of and visitors to, the City of Miami Beach with Parks and Landscape Areas that are diverse and pleasing to the senses”.

The Parks & Landscape Maintenance Division administration monitors and supervises the daily implementation of the maintenance at (218) staff maintained and (295) contractor maintained acres citywide. This includes but is not limited to: (30) Parks, the City's gateways and major thoroughfares/medians, the boardwalk and spoil areas,

The 61 employees of the Parks Maintenance Division monitor and perform tasks such as: litter removal, tot-lot maintenance, turf mowing, pruning, trimming, fertilizing, planting and watering at all city parks and landscape sites. The division also provides a comprehensive program to manage our urban forest including the inspection and resolution of tree work requests and hazardous trees reports, the timely removal of dead/broken palm fronds and seeds, the yearly structural pruning of juvenile trees while systematically completing an inventory of the City's urban forest. Additionally, the landscape design review of all capital projects/residential right-of-way planting requests, complete design services/implementation of new and restoration of existing landscaped areas, and documents/specifications guiding plant selection/management are all functions of the Parks Division.

Additionally, it is anticipated that several new projects due for completion in the next twelve months will be added to the Division's area of responsibility. Examples of these projects include; Beach Walk, Normandy Park and Pool, the Group C, North Shore Open Space II Parks, 42nd Street, Cultural Campus, Washington Avenue II streetscapes and Venetian Islands, Flamingo/Lummus Neighborhood ROW improvements.

Major Accomplishments

- Completed the grounds renovation/beautification at the Collins Park site as part of the preparations for Art Basel 2004.
- Assumed the maintenance for South Pointe Streetscape Phase I, Espanola Way Streetscape, 14th Street and Bay Rd mini Park and the grounds of the Scott Rakow Youth Center, North Shore Park, Pinetree/La Gorce Medians, Marseilles Drive Streetscape.
- Completed the installation of the in-house designed renovation for the 81st mini Park as part of the City's celebration of Arbor Day.

Goals and Objectives

- Increase customer service efficiency.
 1. Respond to citizen phone calls/messages, within the same workday as receipt. Administration will ensure that all questions and requests for information are answered in a professional manner.
 2. Provide citizens with accurate estimates for completion of requests for service and comply with the schedules provided.
 3. Continue with the Customer Service in-service training for the staff to insure all divisional employees receive this instruction.
- Increase productivity of the Division.
 1. Hold bi-weekly supervisory meetings for the purpose of disseminating general information, continuing the training of supervisory staff and increasing the compliance of Division rules and regulations.
 2. Conduct no less than (6) six internal educational sessions to instruct staff in new techniques, products and equipment related to the landscape maintenance field.
- Comprehensively maintain all of the City's (30) Parks.
 1. Manage the contract to mow approximately 185.7 acres of St. Augustine turf, to ensure that no more than 1/3 of the leaf blade is removed per mowing cycle. Turfgrass will be mowed approximately once every 7-10 days. No cycle will exceed 10 days.
 2. Mow approximately 6.2 acres of Bermuda turf on the athletic fields, to a height of 1" to ensure that no more than 1/3" of the leaf blade to be removed per mowing cycle. This will provide approximately two to three services per week, depending on the temperature.
 3. Remove litter from the City's Parks at intervals necessary to avoid an unsightly accumulation of that litter. Collection of litter to be accomplished no less than four (4) daily cycles per week per Park.
- Maintain the City's landscape areas.
 1. Prune, trim, fertilize, plant and water, all city controlled landscape sites in accordance with all industry accepted maintenance practices in order to adhere to our Divisional mission statement.

2. Provide professional landscape maintenance at the final closeout stages of capital improvement projects.
 3. Ensure the plant materials used in capital projects are of the highest quality available.
- Provide tree-trimming services for City owned trees.
 1. Inspect all complaint locations within two (2) working days of notification.
 2. Respond to hazardous tree situations within twenty-four (24) hours of notification.
 3. Schedule one (1) complete tree crew to respond to hazard/complaint calls and requests for service.
 - Protect, manage and expand the City's urban forest.
 1. Provide training for Division personnel on proper Arboriculture techniques.
 2. Systematically inventory the City's urban forest and planting spaces.
 3. Promote the use of canopy trees where appropriate.
 4. Apply for grant funds, to support these activities, as they become available.
 - Provide input during the planning, design, construction and closeout of all city projects which contain a landscape component in order to decrease costs, improve site appearance and promote quality landscape installation.
 1. Develop and hold a training seminar for the Capital Improvements Office in order to provide plant installation and plant standards information.
 2. Provide input during plans review to provide awareness of drought tolerant and site appropriate plant material.
 3. Provide detailed internal project reviews regarding Landscape materials to the Capital Improvements Office.
 - Seek methods and products which streamline the flow of information, improves data collection/reporting and reduces costs overall.
 1. Utilize new technology with current software to reduce manual data collection and information management.
 2. Decrease the time required to obtain pricing information for plant material.

3. Develop landscape maintenance budgets to include all costs that not currently clearly identified in order to facilitate pro-active planning.

Performance Measurements

Task	<u>Actual 2001</u>	<u>Actual 2002</u>	<u>Projected 2003</u>	<u>Estimated 2004</u>
36 X turf mowing Citywide	33	36	36	36
Park Litter removal 211 yearly	211	210	211	211
Reduce Workman's Comp Claims by 5% from previous Yr. 2 x yearly Tree/Palm Fertilization	38	29	28	15
	2	2	2	2
3 x yearly plant/turf Fertilization	3	3	3	3
Resolve hazardous Tree instances within (24)hrs	100%	97%	100%	100%

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Revenue Area					
FDOT Causeways	\$375,000	\$225,000	\$300,000	\$300,000	\$300,000
Total	\$375,000	\$225,000	\$300,000	\$300,000	\$300,000
Expenditure Area					
Salaries & Benefits	\$ 2,233,522	\$ 2,224,076	\$ 2,665,482	\$ 2,475,800	\$ 3,092,757
Operating Expenses	2,589,025	3,048,409	2,808,488	2,873,668	2,700,785
Internal Services	1,213,257	1,222,961	1,258,765	1,165,994	1,219,438
Capital	378,407	0	0	53,028	28,880
Total	\$ 6,414,211	\$ 6,495,446	\$ 6,732,735	\$ 6,568,490	\$ 7,041,860
Budgeted Positions	70 + 1 pt	58 + 1 pt	67 + 1 pt		68 + 1 pt

Budget Highlights

- The landscape maintenance contract for seventeen parks, the Miami Beach Golf Club swale and Sunset Islands I & II was not renewed creating a net savings of (\$356,312). Based on a cost analysis, the funds will be re-allocated to provide six additional city employees, all necessary equipment and the material/supplies required to provide this service in-house. The mowing service of the 17 parks will be added to the existing citywide mowing contract due to economy of scale considerations and the overall net cost savings.
- This budget includes additional funding (\$289,487) for professional services and other support costs for additional landscaping related to completed capital improvement projects anticipated to be completed in FY 04/05: Washington Avenue Phase II, Orchard Park Streetscape, Regional Library, re-bid increases for the Causeway contract and the Boardwalk maintenance contract, La Gorce Pinetree, and Marseille Drive. and contractual increases with re-bidding the causeways and boardwalk maintenance contracts.
- Funding is provided for an Urban Forester (\$73,570) to assist in the management of the city's urban forest, including inventory of all city owned trees, assessment of hazardous tree situations, plan review focusing on green space, and education of the general public concerning tree issues.
- Professional services and other support costs (\$95,000) for additional landscaping related to the Beach Walk (21st Street through 14th Street) are funded by City Center RDA.

RECREATION

Mission

The Recreation Division is committed to providing quality recreational activities and facilities for people of all cultures, ages and abilities. The Parks Facility Managers oversee facility operations, personnel, programming, budget, preparation and maintenance of regional and neighborhood parks, assists with contract management and other areas of the administration support team. The Athletic/Sports Operations is responsible for conducting citywide athletic leagues and programs including, but not limited to: flag football, soccer, baseball, softball, and basketball.

The Recreation Division works cooperatively with governmental and community organizations such as Miami-Dade County Schools, Police Athletic League, the Boys and Girls Club, area homeowner's associations and other civic groups, to meet the recreational and educational needs of our citizens. A qualified staff of leisure service professionals conduct pre-school, after-school and summer programs, as well as a variety of cultural and performing art programs and activities. Community Centers also provide a variety of programs for adults and senior citizens. Activities such as bridge classes, concerts, dances and intergenerational workshops are offered.

Staff provide a diverse and constantly changing course of instruction and guidance in recreational activities, ranging from arts and crafts, cheerleading and yoga to almost everything in between. The Division's North Shore - Margaret M. Swett Social Club continues to provide quality recreational and social activities for developmentally disabled adults, as it has for more than thirty-seven years. Therapeutic Recreational programs are provided for persons of all ages with varying disabilities, including Adapted Aquatics, training for families with autistic children, Guild for the Blind, and Special Olympics.

Major parks serve as the backdrop for varied sporting and theme events. The Recreation Division offers a wide variety of programs and activities at four (4) major parks, seven (7) neighborhood playgrounds, two (2) major tennis centers, two (2) pools, two (2) Community centers, and twelve (12) neighborhood tennis courts. The Division's facilities and programs are further enhanced by the Scott Rakow Youth Center which houses an ice skating rink, bowling lanes, pool, gymnasium, game room, and party facilities. The opening of the new North Shore Park and Youth Center will further provide a much needed Youth Center facility including a wood floor gymnasium, game room, computer lab and fitness center. The Recreation Division further coordinates on-site programming in Flamingo Park, with the Police Athletic League in their multi-purpose facility.

Major Accomplishments

- Reorganization of the division to a Facility Manager form of operations including a new budget process and management style.
- Conducted a comprehensive analysis of all fees and charges for the Recreation Division programs, services and facility rentals based on a comparative study of services and fees charged. Used this information and other data to successfully change the fees and charges effective October 2003.
- Opened the new Scott Rakow Ice Rink successfully with the hiring of a new Ice Rink Manager and technician.
- 61st Annual Playground Revue held at the Theatre of Performing Arts, July 2004 – estimated attendance of over 2,500 attended both a morning and a night session.
- Collaborated with I.T. Department to coordinate the installation of the RECWARE recreation software, which is scheduled for November 2004.
- Re-designed and mailed to 56,000 residents Recreation Review (Department's Seasonal magazine) to a more user friendly format, added stories and sold ads to cover the additional costs of mailing the magazine.
- The Media Center Division and the Recreation Review have been nominated as a finalist for the 2004 Savvy Awards from the 691 entries received in the Publications Category, Recreation Catalogs. The Savvy Award is presented by the City-County Communications and Marketing Association (3CMA).
- Assisted in the production of PSA/Videos for Recreation Division programs and services for local cable Channel 20.
- CMB Therapeutic Recreation Section participated in numerous community fairs and training and competitions.
- Increased awareness of recreational programs within the Hispanic community through Hispanic Media by sending weekly Press Releases and publishing ads for Recreation programs.
- Coordination & preparation of ads (for seasonal programs and events), flyers for all Recreation Division programs and events and press releases.
- Recreation Division Traveling baseball team (9-10 years old) has continued its winning ways from last year.
- The Recreation Division placed three teams in the Police Athletic League (PAL) State Invitational Basketball Tournament in Orlando, sent the Miami Beach Lightning

Cheerleaders to New York in March 2004 where they took 1st place at National Cheerleading Association competition, sent the 11 & Under Baseball Team to the Little League World Series in Kansas, and continued supporting the Seahawks Swim Team's winning ways throughout the year.

- Recreation Division expanded Traveling Basketball Teams to include various age categories.
- Recreation Division co-sponsored Tackle Football League with North Shore/North Isle Optimist Club and the Police Athletic League.
- Continued the successful increase in participation and quality of all the sports programs throughout the city including Flag Football, basketball, baseball and soccer leagues. Hired and trained outside consultants for specialized programming and refereeing.
- Increased Community sponsorships program for Youth Athletics.
- Enhanced our collaboration for our basketball program for Miami Beach residents with school areas and gymnasiums (St Patricks, Beach High) and Recreation Division Supervision.
- Increased the overall quality of service at South Pointe Park by establishing daily maintenance and trash removal. Also, minimized the homeless with enforcement of the no camping ordinance. Received compliments from residents and visitors.
- Scott Rakow Youth Center and the Flamingo Park after school programs hosted a Turkey Day Luncheon (Thanksgiving) for all participants.
- In keeping with current new trends in recreation, the Division added "Jazzercise" programming at the 21st Street Recreation Center.
- The Recreation Division coordinated numerous special events at the North Shore Community Center/Activity Center and 21st Street Recreation Center.
- Renegotiated the Flamingo Park Tennis Center management agreement with Greensquare, Inc. to include the management of North Shore Tennis Center.

Goals and Objectives

- Continually improve the level of customer service standard achieved recently in response to the analysis of Blue Ribbon Committee that comprehensively examined

the City's parks programming and facilities to properly address the needs of the City's diverse community.

1. Continue to develop a series of improvements to enhance the overall quality and accessibility of the City's programs, facilities and uses.
 2. Enhance program offerings to further meet the needs and expectations of the City's residents as the Parks General Obligation Bond improvements are completed.
- Enhance the quality of the Department's Recreation Review Seasonal magazine to Miami Beach residents.
 - Produce slides and videos of programs, activities and events of the Recreation Division to increase community awareness via local cable Channel 20 by taking the necessary photographs, video production and editing and coordination with the City's media department.
 - Continue the implementation of the design and construction phases of the remaining \$15 million Parks Improvements General Obligation Bond, \$7.2 million Miami-Dade County Safe Neighborhoods Parks Bond, and the \$24.8 million dedicated to parks from the 99 General Obligation Bond for projects pursuant to the Master Plan developed for the parks improvements programs, as detailed in the Parks Master Plan and input from the community.
 - Continue to ensure that the Youth Center and Playgrounds after school programs meet the needs and desire of the resident users.
 1. Provide residents with customer service evaluation forms.
 2. Conduct Customer Satisfaction Surveys and adjust programming as appropriate.
 - Increase ice skating programs and classes for children and adults of all ages at the new Scott Rakow Youth Center ice skating rink.
 - Promote the professional growth and education of playground and youth centers employees.
 1. Encourage employees to attend seminars provided by the Florida Recreation and Parks Association.
 2. Encourage employees to attend job-related training provided by the City of Miami Beach.
 3. Conduct monthly service training seminars at various recreation locations.

- Enhance the quality of customer service at the Playgrounds and Youth Centers.
 1. Have staff attend Customer Service training provided by the City of Miami Beach.
 2. Develop an information highway to provide quick access to programmatic information.

Performance Measurements

Scott Rakow Youth Center

The Youth Center houses an Ice rink, bowling lanes, pool, gymnasium, game room and party facilities. Youth Center programs for children 4-12 grades include after-school and summer camp programs as well as "drop-in" memberships for facility usage after established supervised program hours and on weekends. Specialized classes are offered in ice skating, swimming, an array of arts and/or crafts, and continuous new classes based on need or suggestions. A Saturday "Little Rascals" program for children in K-3rd grades is provided seasonally. The Scott Rakow Youth Center has been under partial construction for the entire fiscal year.

	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
SRYC Juniors – After-school	566	600	800	800
SRYC Teens – After-school	138	125	180	180
Class Registration	607	700	800	800
SRYC Summer Camp	246	310	350	350
Revenue (also includes other programming)	\$208,934	\$230,000	\$400,000	\$400,000

Playgrounds

Playground programs include pre-school, after-school and summer camp programs for children in K-12th grades at the following neighborhood parks: Muss, Stillwater, Tatum, Fairway, Normandy Shores, Normandy Isle, North Shore and in partnership with PAL at

Flamingo Park. Lighted facilities are opened for extended hours to accommodate childcare needs of working parents.

Playground Registration	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
After & Play School	1,854	2,646	2,750	3,000
Revenue	\$55,753	\$115,000	\$200,000	\$200,000
Summer Camp	1,655	2,330	2,500	2,500
Revenue	\$130,445	\$252,350	\$420,000	\$425,000

Athletics

Seasonal athletic programs include, intramural and/or traveling soccer, baseball, flag football and basketball. Athletic programs are also included in each after-school and summer camp program, including softball, volleyball and more, complete with competition between parks and/or other municipalities.

	<u>Actual 2002</u>	<u>Actual 2003</u>	<u>Projected 2004</u>	<u>Estimated 2005</u>
Registration	1051	1,018	900	1,000
Revenue	\$52,636	\$47,240	\$75,520	\$80,000

Neighborhood Pools

Since the New Flamingo Park Pool reopening with an interactive water playground for small children and an eight-lane swimming pool it has been a huge success. Normandy Isle Park Pool is being rebuilt with similar facilities. New rates have been implemented effectively October 2003. Learn to swim programs, aquatic activities and open swim are provided to the community. The Scott Rakow Youth Center has a swimming pool only, and offers many specialized programs.

	Actual 2002	Actual 2003	Projected 2004	Estimated 2005
Flamingo Pool				
Attendance	28,000	65,437	66,083	71,000
Revenue	\$20,260	\$56,755	\$161,500	\$172,500
Normandy Pool				
Attendance	0	0	0	30,000
Revenue	0	0	0	\$72,500

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Pools	\$ 20,260	\$ 63,023	\$ 228,500	\$ 105,011	\$ 245,000
Tennis Centers	73,565	0	48,000	50,054	48,000
Scott Rakow Youth Ctr	31,250	31,610	30,000	47,484	67,500
After School Programs	0	0	197,500	197,500	197,500
Summer Camps	0	0	171,000	45,000	45,000
Park Sponsorships	0	0	250,000	0	0
Rental/Classes	67,798	38,419	25,000	1,425	48,150
Community Centers	2,866	1,740	1,500	2,630	2,300
NS Open Sp-Admissions	0	1,100	0	150	0
Total	\$195,739	\$135,892	\$951,500	\$449,254	\$653,450

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 3,357,915	\$ 4,112,308	\$ 4,968,844	\$ 4,693,860	\$ 5,985,327
Operating Expenses	816,877	768,221	1,151,731	985,695	1,229,631
Internal Services	1,882,877	2,139,588	2,287,396	2,535,042	2,625,519
Capital	131,387	5,513	232,350	419,323	0
Total	\$ 6,189,056	\$ 7,025,630	\$ 8,640,321	\$ 8,633,920	\$ 9,840,477

Budgeted Positions

General Fund Positions	78 + 66 pt	101 + 74 pt	115 + 113 pt	115 + 113 pt
Other Funded Positions	30 pt	30 pt	30 pt	30 pt
Total Budg Positions	78 + 96 pt	101 + 104 pt	115 + 143 pt	115 + 143 pt

Budget Highlights

- Savings of \$76,578 were achieved by deferring one full-time and three part-time Concession Attendants and eight part-time Pool Guard positions for five months, and three part-time Recreation Leader positions for eight months due to the delayed opening of the Normandy Pool.
- Deferring the vacant Assistant Director for Recreation position for twelve months resulted in a savings of \$67,957.
- Fund is provided (\$45,000) for a ten-year extended warranty for new exterior sport lighting at the North Shore Park and Tennis Center.

GOLF COURSES

Mission

The primary function of the **GOLF DIVISION** is to effectively operate, coordinate, direct, and evaluate the operations, customer service levels and management of the 3 golf courses within the City of Miami Beach. The Golf Division's goals and objectives are implemented to assure the highest productivity and quality levels possible. The management of this division, by our management company (Professional Course Management) will assure cost effective management in adherence to all city rules, regulations and administrative directives. This Division also works closely with the Capital Improvements Projects Department to coordinate and assist with the completion of the Miami Beach Golf Course Clubhouse and future capital improvements projects including the Normandy Golf Course and any future Par 3 improvements. During the current fiscal year, a major focus on the professional delivery of high levels of customer service was implemented at the Miami Beach Golf Club assuring a fiscally successful operation.

Major Accomplishments

- The Miami Beach Golf Club opened for play on December 17, 2002. In the following 9 1/2 month of operation the golf club exceeded its projected revenue by approximately \$400,000 and produced net income of approximately \$424,000. Based on current projections it is estimated that for its first full year of operations the Miami Beach Golf Club will meet the budgeted and cover the debt service allocated to it.
- In FY03 a total of 30,655 golfers played the course. Based on current projections it is anticipated the projected 38,450 players for FY04 will also be attained.
- The Miami Beach Golf Club was recognized by Golf Digest magazine as one of the Top 20 New Golf Courses in the United States for 2002. This is a significant honor considering there were over 180 other golf courses being considered. We were advised of this prestigious recognition in early 2004.

Goals & Objectives

- To continue providing quality product and service to our resident and visitors alike while maintaining a fiscally responsible operation. Current revenue projections reflect approximately \$3,735,536 for the 2004/05 fiscal year.

Financial Summary

Miami Beach Golf Club

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Golf Memberships	\$ 0	\$ 440,489	\$ 495,000	\$ 247,375	\$ 510,000
Cart Fees	0	630,044	769,000	793,938	836,000
Green Fees	0	1,466,472	1,666,700	2,066,618	2,153,636
Range Fees	0	87,543	122,000	81,801	133,900
Vouchers/Rounds Golf	0	8,089	0	0	0
Restaurant	0	12,946	18,000	20,876	20,000
Pro Shop	0	17,298	21,100	44,184	30,000
Golf Lessons	0	37,202	40,665	50,575	52,000
Total	\$ 0	\$ 2,700,083	\$ 3,132,465	\$ 3,305,367	\$ 3,735,536

Miami Beach Golf Club

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 0	\$ 4,265	\$ 12,800	\$ 7,867	\$ 14,904
Operating Expenses	111,822	2,308,645	2,485,983	2,617,179	2,696,954
Internal Services	0	136,060	0	1,477	123,518
Capital	357,871	301,775	32,000	406,566	86,612
Debt Service	0	0	1,213,834	810,000	813,548
Total	\$ 469,693	\$ 2,750,745	\$ 3,744,617	\$ 3,843,089	\$ 3,735,536
Budgeted Positions	0	0	0		0

Normandy Shores Golf Club

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenses	0	0	0	0	0
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Debt Service	0	0	0	0	401,789
Total	\$ 0	\$ 0	\$ 0	\$ 0	\$ 401,789

Budget Highlights

- A Capital Reserve Fund of \$43,612 was set up to fund capital improvements, future equipment needs and replacement of equipment.
- Funding is provided (\$99,000) to provide new sod installation on the driving range tee to maintain optimum conditions during the winter; the re-design of the hill at the 10th hole; the redesign the east side of the Clubhouse to restore the area north of the 18th green to the cart staging area once the Clubhouse construction is completed; removal of Bermuda Turf to prevent intrusion onto the paspalum grass; and purchase of a covered boom sprayer and a Dethatcher and Verticutter to enhance ability to spray herbicides and fertilizers and to prevent thatch build up.
- Funding is included (\$32,988) for the maintenance and litter control of the streetscape and grounds around the Miami Beach Golf Club and Par 3 facilities.

Departmental Budget History

FY 03/04

Administration

- Savings of \$76,665 were achieved by eliminating a Special Projects Coordinator position and reducing operating costs.
- The Construction Manager/Landscape Architect was transferred from Administration to the Parks & Landscape Division.

Beach Patrol

- The Ocean Rescue Division (formerly Beach Patrol) was transferred to the Fire Department.

Parks & Landscape Maintenance

- The Parks Maintenance and Landscape Maintenance divisions were merged as the Parks & Landscape Maintenance division.

- Savings of \$242,687 were achieved through: the elimination of security services at the Sixth Street Community Center; the elimination of one Mechanic II position; the reduction of the replacement plant material citywide by one third; the installation of annual flowers along 4100-6300 Collins Avenue will be discontinued; litter control for the boardwalk and spoil areas will be reduced from five to four days per week, reduced from four to three days per week for the Julia Tuttle Causeway and McArthur Causeway, and eliminated for 41st Street, Washington Avenue, and the North Shore project.
- The Construction Manager/Landscape Architect was transferred to the Parks & Landscape Division from Administration.
- The Tot-lot Maintenance Crew was transferred from Recreation (two municipal Service Worker III and one Municipal Service Worker II).
- Six full-time employees were added to existing crews to assume the maintenance off 17 parks, the entrance to Sunset Islands I & II and the swale area of the Miami Beach Golf Club which were previously contracted out (one Park Supervisor, two Municipal Service Worker III, and 3 Municipal Service Worker II).

Recreation

- The Recreation Division was re-organized in order to provide park facility managers for the largest Parks and assigned oversight for the other parks.
- Additional funding is included (\$345,450) for staffing and operational needs required for the newly renovated North Shore Park Youth Center. Operating hours: Monday – Friday 9:00am-7:00 PM (Summer: 8:30am – 10:00 PM); Saturday/Sunday 11:00am – 7:00pm. The Center will after-school programming and summer programming. Saturday and Sunday programming to include birthday parties, ceramics, arts & crafts and athletic leagues.
- Funding is also included (\$662,940) for staffing, equipment and supplies for the renovated Normandy Isle Pool. Staffing levels project a 7 day operation with early morning lap swimming and includes water safety/swim instruction time for all summer campers.
- Additional funds are provided (\$116,998) for the new expanded pool operations at Flamingo Park which include 2 “fee entry” pools plus a food concession operation. Recommended staffing is per American Red Cross guidelines. Learn to swim programs will continue to be provided as part of the regular summer camp program, as well as water safety and other aquatic programming for the community. Facility usage by other camps, private groups and youth service agencies will continue to be coordinated subject to availability.

- Funding is provided (\$117,959) for staffing and operational needs for the Scott Rakow Youth Center. Operating hours: Monday – Friday 9 a.m. to 9 p.m. (summer: 8:30 a.m. – 10 p.m.); Saturday 8:30 a.m. – 7 p.m. and Sunday 9 a.m. – 7 p.m.. The Center offers after-school care and summer camp activities. Saturday and Sunday programming will be available to include birthday parties, ceramics, arts & crafts and athletic programming of leagues. The programming will include, but not be limited to: structured after-school and summer camp programs, adult classes, therapeutic programs, specialized sports, games, arts and crafts, ceramics, bowling, swim classes, leagues, open gym and Little Rascals. Athletic, intramurals and competition programming will continue at the current level being offered. Funding is included for the new ice rink which now includes full time staffing. Staffing will be designated to manage participants on ice, contractual staff, rentals, and private/group figure and hockey lessons, open ice time and special events/programming, as well as, the ticket booth, registration, rotation of music selections, handling of skate rentals and repairs, sales, re-surfacing of ice and facility maintenance.
- Programming at Fairway, Tatum and Normandy Shores Parks will be eliminated and will be used for the newer expanded facilities. These parks will be used for athletic programs, open field play, and as satellite facilities when needed to accommodate program volume needs from the newer facilities in North Beach.
- This budget reflects increased revenues in the following categories: pools - \$228,500, Tennis Centers - \$48,000, Scott Rakow Youth Center - \$30,000, classes - \$25,000, Community Centers - \$1,500, After School Programs - \$197,500, and Summer Camps - \$171,000, for a total increase in revenue of \$701,000.
- The Tot-lot Maintenance Crew was transferred from Recreation (two municipal Service Worker III and one Municipal Service Worker II).

Miami Beach Golf Club

- This budget includes funding for a full year of operations, capital, and debt service.

FY 02/03

Administration

- Funding is included in this division for the newly reconstructed Miami Beach Golf Club (\$2,283,750) for operations and management.

- Positions in the Parks and Landscape divisions were re-allocated to provide funding for a full-time Development Specialist to actively seek out and administer sponsorship and fund raising activities within the department.
- The Administration Division is staffed by five positions, four of which are funded by the General Fund and one by the Safe Neighborhoods County Bonds.

Parks Maintenance

- Seven positions were eliminated as a result of outsourcing a portion of the mowing function.

Landscape Maintenance

- This budget includes additional funding (\$310,000) for the maintenance of Capital Improvement Projects completed in FY '01/02 or anticipated to be completed on FY '02/03 (Belle Isle Park, Fairway Park, North Shore Park, Muss Park, Washington Park, Espanola Way, Washington Avenue Phase II, South Pointe Streetscape Phase I, Beach Front Boardwalk and Marseilles Drive Streetscape).
- Two positions were re-allocated in order to create a Development Specialist in the Administration Division to actively seek out and administer sponsorship and fund raising activities within the department.

Recreation

- This budget includes funding for additional staffing (9 full-time and 4 part-time positions) and start-up equipment needed for the operation of the newly renovated pool at Flamingo Park (\$427,196). This amount will be off-set by \$400,000 in revenue.
- Funding is also provided for the newly renovated North Shore Park Youth Center (\$300,000) for three months of operation (12 full-time and 6 part-time positions, and \$137,500 in equipment and supplies). The Center is expected to be opened in July of 2003.
- Funding is provided for three additional part-time employees to drive the three new buses the Recreation Division acquired in FY '01/02 in order to provide transportation for after-school and summer camp programs.
- A savings of \$31,000 was realized by reallocating pool guards while the Normandy Pool is closed for construction.

Beach Patrol

- Two additional lifeguards budgeted in FY '01/02 for 5th Street were deferred in FY '01/02 and eliminated in FY 02/03.

FY 01/02

Landscape Maintenance

- Additional funding (\$290,500) provided for the maintenance of the following capital improvement projects projected to be completed in FY 01/02: Washington Avenue Extension 5th Street to South Pointe Park, Star Island Improvements, Sunset Islands I-II-III-IV entrances and park, 77th Streetscape, the 5100 to 6300 medians on LaGorce/Pinetree Drive, and Chase/Alton Road.
- A reduction of twelve positions (five-Municipal Service Workers II, six – Municipal Service Workers I, and one-Tree Trimmer) were transferred from this division to the new South Beach Service Team.

Recreation

- Funding for additional positions to staff the new ice rink at the Scott Rakow Youth Center (\$76,593 - three full-time positions and 10 part-time positions) were included in this budget.
- A Replacement Fund for furnishings and fixtures for newly renovated parks (\$50,000) was added to this budget.

Beach Patrol

- Funding (\$89,818) for an additional lifeguard tower at 5th Street and two additional lifeguards were included in this budget but the positions were deferred.

FY 00/01

Parks Maintenance

- Funding was provided for the maintenance of improved parks (\$200,000), maintenance of completed streetscape projects (\$50,000), and the creation of a Recreation Equipment Replacement account (\$150,000).
- Funding for the replacement of six trucks, two vans, and special equipment (\$326,067) is provided within the Fleet Management Fund.

FY 99/00

Administration

- Provide funding for a Landscape Architect position within the Administration Division to plan, organize and supervise the numerous capital, landscape restoration and streetscape projects currently ongoing or being planned within the City (\$67,919).

Parks and Landscape Maintenance

- Funds for a new utility truck with 35' aerial lift (\$68,000) are included in the budget of the Landscape Maintenance Division. Additionally, funding for the replacement of one van, (\$22,156), heavy equipment (\$167,549), and four utility vehicles (\$118,812) is provided within the Fleet Management Fund.
- Contract for landscape maintenance for newly landscaped areas including Washington Avenue, Beachwalk from 15th Street to 21st Street, and Indian Creek medians from 64th to 69th Street (\$196,000).
- Contract for the citywide trimming of street trees to supplement the existing Parks Tree Trimming Crew (\$70,696).

Recreation

- Continue to provide Recreation Program staff while authorizing fee waivers for participants demonstrating financial need (\$50,000).
- Provide funding in the second half of the fiscal year for one dedicated employee to increase the maintenance and upkeep of the turf and athletic fields at Flamingo Park (\$11,600).

Beach Patrol

- Provide lifeguard protection at two presently unguarded sites at the 16th Street and 85th street beaches (\$158,856).

FY 98/99

Parks & Landscape Maintenance

- Capital replacement totaling \$139,428 have been allocated through Fleet Replacement Funds for pick-ups, sedans, and trucks.
- This budget reflects a net reduction of \$365,000 in operating costs, which includes the elimination of 18 vacant positions.

- Contract for landscape maintenance for newly landscaped areas including: North Beach/Normandy Isles, Ocean Terrace Streetscapes and the Allison Island, Calais and Marseille Drive Landscape Improvements at a cost of \$185,700, and provide Medjool Palm Disease control (\$20,000).

Recreation

- Funds for a new passenger van (\$22,723) and computer equipment (\$10,750) are included in the budget of the Recreation Division.
- Equip all Recreation Division vans and buses with an emergency communications system at a cost of \$22,500.

Beach Patrol

- Provide lifeguard protection at two presently unguarded sites at 76th Street and between 1st Street and the Jetty for a total cost of \$146,010.

PUBLIC WORKS DEPARTMENT

Mission

To provide timely and effective public works services and ensure the safety of all who live, work, and play in our vibrant, tropical, historic community. We exist to effectively and efficiently manage and deliver services in the following areas:

Operations

- Water Distribution
- Sanitary Sewer Collection and Disposal
- Storm Water Collection and Disposal
- Streets Maintenance and Repair
- Street Lights Maintenance and Repair

Sanitation

- Solid Waste Management
- Business District Service Teams
- City Cleanliness

Property Management

- Property Maintenance and Repair
- Facility Service Contract Administration
- Construction Services

Engineering

- Engineering Services
- Land Surveying
- Right-of-Way Management
- Environmental Resources Management
- Environmental Programs Management
- Environmental Regulatory and Compliance Programs
- Environmental Policy
- Transportation Manager
- City Transportation and Mobility
- Traffic Management

Major Accomplishments

- Coordinated and inspected the rehabilitation of 27,320 linear feet of sanitary sewer pipe by cured-in-place lining method and 13,400 linear of sanitary sewer pipes by joint grouting.
- Completed design, Permitting, and Construction of the Beachwalk project.
- Installed and/or made repairs to over 6,000 linear feet of various water main pipe sizes throughout the City.
- Replaced approximately: 30,000 sqft. of sidewalk or 8,000 linear feet and 1,000 linear feet of curb / gutter.
- Re-paved approx: 3,500 linear ft. of roadway throughout the City.
- Replaced over 1,500 water meters.
- Completed year 5 of a performance based contract with Johnson Controls that have produced to date over \$2,141,409 in energy savings to the City including \$481,324 in the past year alone and a total savings of \$371,169 above the guarantee of the contract.
- Developed a \$516,000 performance based contract for the replacement of the centrifugal chillers at the Police Department building that is guaranteed to be paid through energy savings.
- Completed the Byron Carlyle Theater project.
- Mechanized functions within the street-cleaning program i.e., Green Machines, Madvac, Blowers and Billy Goats.
- Supported over thirty special events including Memorial Day Weekend, Art Basel, etc., with litter control and other waste collection services.
- Increased safety and efficiency of the pressure washing operation by installing the Hydrotek units on a flatbed truck, thus eliminating the need for trailers.
- Improved janitorial services for the eight (8) Beach Restrooms from South Pointe to 73rd Street, after taking over functions from private contractor.
- Coordinated the process required for the City to become an eligible recipient of Transit Surtax Program funds; coordinated the program implementation; and prepared and submitted the City's Five-Year Transportation Plan for utilization of such funds.

- Awarded \$1 million in FTA funds for one additional segment of the City's bicycle/pedestrian facility on the beach right-of-way, known as the Atlantic Corridor Greenway.

Goals & Objectives

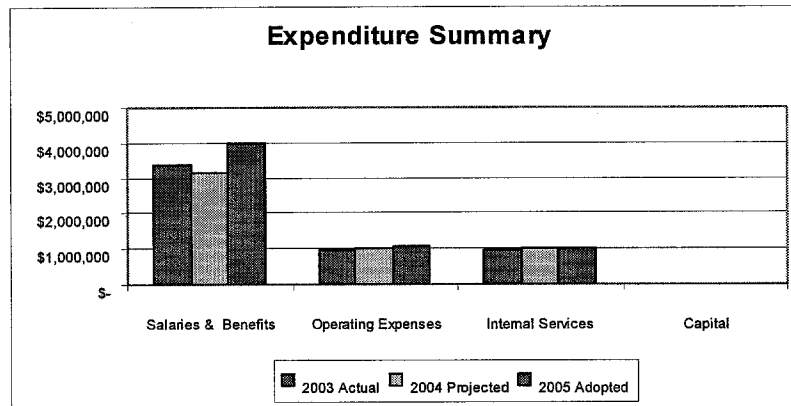
During Fiscal Year 2005 the Public Works Department will continue to refine and streamline operations, administration, and financial management. In addition to the specific goals and objectives developed for all the Department's Divisions; the Public Works Department will pursue achievement of the following goals and objectives which are aligned with the City's major initiatives:

- Implement on-line permitting for Right of Way Permits.
- Continue the process of national accreditation through the American Public Works Association.
- Develop business plans for the financial management of enterprise and internal services funds.
- Continue to pursue long-term maintenance and funding strategies for water, sewer and stormwater systems
- Expand the Departmental Award Program
- Continue implementation of the Department's Organizational Development Program.
- Enhance community cleanliness through community education and participation in a city wide anti-litter campaign and accomplishment of the annual Sanitation performance goals.
- Implement Phase I of a Geographical Information System (GIS).
- Implement an Infrastructure Management System.

Division Financial Summary

General Fund

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Local Gas Tax-6 cents	\$1,261,070	\$1,291,119	\$1,280,000	\$1,246,719	\$1,280,000
Work in right-of-way	190,964	147,761	195,000	171,580	150,000
Bus Shelters	204,486	274,834	250,000	278,612	274,000
Concurrency Statemt Fee	94,695	110,800	50,000	46,200	50,000
Total	\$1,751,215	\$1,824,514	\$1,775,000	\$1,743,111	\$1,754,000
Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$3,110,637	\$3,376,417	\$3,761,384	\$3,121,607	\$3,963,664
Operating Expenses	930,855	982,662	994,473	1,011,158	1,081,190
Internal Services	839,398	951,422	912,287	1,006,551	1,016,434
Capital	84,235	14,003	29,900	27,040	12,600
Total	\$4,965,125	\$5,324,503	\$5,698,044	\$5,166,356	\$6,073,888
Budgeted Positions	87	80	74		72



ENGINEERING DIVISION

Mission

To design upgrades and prepare construction specifications for water, sanitary sewer, stormwater, streets and streetlights projects and coordinate inspections and other construction activities for City projects with federal, state, county, and private contractors/developers. To issue construction permits and inspect the work of private contractors, utility, and cable companies performing work within City streets and rights-of-way. To provide general engineering support to all City departments.

Major Accomplishments

- Completed the permit check list for City of Miami Beach web site publication.
- Completed the Utility Relocation Plans and Utility Relocation Schedule in conjunction with Florida Department of Transportation (FDOT) milling and Resurfacing Project on Alton Road from Michigan Avenue to 63rd street.
- Completed the Utility Relocation Plans and Utility Relocation Schedule for relocation of fire hydrants on Collins Avenue from 41st street to 63rd street in Conjunction with FDOT milling and resurfacing project.
- Coordinated and inspected the rehabilitation of 27,320 linear feet of sanitary sewer pipe by cured-in-place lining method and 13,400 linear of sanitary sewer pipes by joint grouting.
- Completed the design of an 8" Ductile Iron Water main for 777-17 street.
- Completed the digitizing of Sanitary Sewer Atlas.

Goals and Objectives

- Prepare/adopt Lighting Standards for the City's streets and public areas lighting requirements.
- Develop/implement program to improve internal communication and enhance understanding of other City Departments by providing cross-training to engineering

staff. Additionally, provide continued education and training in relevant fields and software applications to engineering staff.

- Implement the use of field computers to automate the R-O-W inspection process.
- Complete 30% digital conversion of the City's Storm Water inventory atlas to the georeferenced GIS Cad Map for compliance with NPDES maintenance reporting.
- Acquire sanitary sewer analysis software and digitize 20% of City's sanitary sewer system information.
- Standardize City specifications and details for water, sanitary sewer, storm sewer system and streets.
- Standardize CAD drafting and symbology for consistency on all city projects designed by consulting engineering firms as well as for in house design.
- Provide Engineering Design and Project Coordination for various Domestic Water Projects at the following locations:
 - 20" water main on north side of Macarthur Cause East Bridge.
 - 16" water main and fire hydrants on Indian Creek from 42 Street to 46 Street
 - 12" water main extension-Arthur Godfrey Road to 44th Street on Collins Avenue
 - Terminal Island Water Booster Station
- Water system analysis and upgrades - City-wide mains.
- Replacement of Lead Services Program.
- Plan review and utility coordination for city wide C.I.P. and Florida Department of Transportation projects
- Provide Engineering Design and Project Coordination for various Sanitary Sewer Projects to:
 - 54" sanitary Sewer Force Government Cut to Virginia Treatment Plant.
- Monitor and evaluate sanitary sewer system peak flow.
- Analyze the sanitary sewer system upgrades-City-wide mains.
- Monitor and evaluate infiltration and inflow of sanitary sewer system.
- Analyze and evaluate the existing sewer force main, including contingency plan north-bound flow to ocean outfall in case of emergency.

- Analyze and upgrade storm sewer system for improving local flooding problems to coordinate the review of the sanitary sewer force main system and its structural integrity and evaluate required improvements for projected flow increases and contingency plan.
- Provide expedited Engineering Plan Review and Project Coordination.
- Coordinate with IMS consultant to implement the GIS data conversion specific to the needs of the Public Works Department.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Water Main design/construction drawings in house.	3,795	3,000	3,100	2,900
Design of lead service replacement	230	600	400	200
Water Main As-built drawings	1,395	2,100	2,200	2,200
As built of lead service replacement	230	600	300	300
As-built of fire lines installed.	23	25	27	14
Water Main design review consultants	7,800	8,500	8,600	8,500
Design review of fire lines.	23	25	27	25
Sanitary Sewer Main design	1,310	1,000	1,100	1,100
Sanitary Sewer Main As-built	1,310	1,000	900	1,000
Sanitary Sewer Main design review	600	650	640	650
Sanitary Sewer lining inspection	0	22,000	23,000	27,000
Sanitary Sewer Pump Station review	0	0	1	1
Sanitary Sewer Pump Station as-built	0	10	8	8
Storm Sewer french drain design	290	310	335	330
Storm Sewer french drain As-built	290	310	335	335
Storm Sewer deep wells Design Review	4	4	5	5
Right-of-way surveys	38	38	40	38
As-built surveys	33	35	37	35
Property surveys	13	16	17	20
Survey line and grade given	85	90	95	90
Elevation certificates	12	15	15	15
Survey and legal description reviews	18	20	21	21

Right-of-Way permits issued	794	890	1,100	900
Utility permits issued	184	370	410	400
Reproduction of utility drawings	1,250	1,500	1,600	1,500

Financial Summary

ADMINISTRATION	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Expenditure Area					
Salaries & Benefits	\$ 343,584	\$ 430,500	\$ 490,108	\$ 519,185	\$ 453,344
Operating Expenses	30,884	40,551	29,046	23,180	22,746
Internal Services	105,042	120,619	101,719	117,514	113,874
Capital	477	7,760	1,300	0	1,300
Total	\$ 479,987	\$ 599,430	\$ 622,173	\$ 659,879	\$ 591,264
Budgeted Positions	5	5	5		4

ENGINEERING	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Expenditure Area					
Salaries & Benefits	\$ 801,289	\$ 863,406	\$ 1,157,840	\$ 935,536	\$ 1,291,147
Operating Expenses	29,538	27,901	40,696	67,077	48,000
Internal Services	145,495	206,072	256,355	247,186	275,640
Capital	17,732	4,372	8,700	3,258	8,700
Total	\$ 994,054	\$ 1,101,751	\$ 1,463,591	\$ 1,253,057	\$ 1,623,487
Budgeted Positions	21	22	20		21

Budget Highlights

- The Engineering Division includes the transfer of a clerical position from the Transportation Management Division and provides for projected merit, COLA, pension and insurance increase for 21 positions.
- The Parking Enterprise Fund will reimburse the General Fund for the services provided by two Engineering Division professional services positions who assist the Transportation Management Division operation.
- Savings of \$185,648 were achieved by allocating the costs of the Assistant Director and Secretary positions to the Water & Sewer, and Stormwater funds.

ENVIRONMENTAL RESOURCES MANAGEMENT

Mission

The Environmental Resources Division is committed to providing residents, tourists, and stakeholders within the City of Miami Beach with a clean, safe, and ecologically sound environment. The Division will preserve, protect, restore, and enhance the City's environment through management of regulatory compliance programs, environmental investigations, environmental education programs, implementation of natural resource protection programs, and implementation of sustainable development programs.

Goals and Objectives

The Environmental Resources Division aims to make the City of Miami Beach the national standard for strategic environmental management for local governments. The division plans to improve quality of life for residents, visitors, and stakeholders, and reduce expenses and/or increase revenue for the City as a result of strategic environmental research, planning, management and monitoring.

In the fiscal year 2004-2005, the division will restructure its operations, becoming an *environmental resource* for City operations and programs. It will enhance its permitting and planning oriented scope of operation, assist with monitoring the health of the City's beaches, and design and implement practices to become a more sustainable City. It will also continue to manage construction projects along the beach and bayfront.

Major Accomplishments

- Design, Permitting, and Construction of the Beachwalk project
- Citywide Dune Restoration, Revitalization and Enhancement
- Initiation of a new Citywide Stormwater maintenance program in compliance with the National Pollutant Discharge Elimination System permit
- Beach re-nourishment at 41st street
- Permitting and redesign of the City's Community Trash and Recycling Center to a "Green Waste Facility"

- Remediation of Hazardous contamination at Normandy and Bayshore Golf Courses
- Initiation of several environmental ordinances, including: Environmental Construction Practices, Stormwater Control, Grease Trap Regulation, & Shopping Cart Identification.
- Regulation and registration of all City storage tanks, above and below ground
- Development of environmental education awareness programs for residents and visitors.

Performance Measurements

Project Work Load (% of project Completed)	Project Budget	2004 Projected	2005 Estimated
ADA Beach Access Facility R&D Project	\$ 225,000	20	60
Bayfront Streetend Shoreline Enhancements	\$ 420,000	20	80
Restroom/concession facility construction*	\$ 648,000	25	75
Bicycle/Pedestrian Trail Construction	\$ 3,269,000	90	10
Seawall & Stormwater Outfall rehabilitation	\$ 7,400,000	20	80
Collins Canal Waterway Revitalization	\$ 1,600,000	30	70
Trash and Recycling Center Renovation	\$ 1,200,000	30	70
Dune Restoration and Enhancement Project	\$ 3,010,000	70	30
Normandy Shores Golf Course Haz-waste	\$ 825,000	60	40
North Beach Outfall Rehabilitation**	\$ 425,000	40	60
North Beach Recreational Corridor Project	\$ 5,700,000	25	75
Pine Tree Park & Normandy Shores	\$ 650,000	25	75

*Construction will be managed by CIP.

** Permitting and design completed; CIP to manage construction.

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Expenditure Area					
Salaries & Benefits	\$ 158,044	\$ 187,050	\$ 204,592	\$ 149,118	\$ 215,335
Operating Expenses	22,728	37,696	28,550	49,742	38,447
Internal Services	49,498	36,738	38,141	35,713	37,604
Capital	0	1,871	0	0	0
Total	\$ 230,270	\$ 263,355	\$ 271,283	\$ 234,573	\$ 291,386
Budgeted Positions	3	3	3		3

Budget Highlights

- The budget provides for projected merit, COLA, pension and insurance increases for one clerical and two professional positions. Reductions in operating expenses have been used to partially offset an increase of \$10,000 in professional services for studies related to seawalls and air quality requests.

TRANSPORTATION MANAGEMENT DIVISION

Mission

Oversee the transportation planning and traffic management efforts and projects.

Major Accomplishments

- Coordinated the process required for the City to become an eligible recipient of Transit Surtax Program funds; coordinated the program implementation; and prepared and submitted the City's Five-Year Transportation Plan for utilization of such funds.
- Successfully procured \$1 million in FTA funds for one additional segment of the City's bicycle/pedestrian facility on the beach right-of-way, known as the Atlantic Corridor Greenway.
- Successfully procured \$150,000 in FDOT funds for operating purposes of the Washington Avenue Route of the Electrowave Shuttle Service.
- Successfully procured a \$45,000 MPO grant to conduct a master plan (BODR) study for the 16th Street Operational Improvements/Roadway Enhancements Project; and executed an Interlocal Agreement with the MPO for the funds.
- Successfully negotiated with FDOT a one-year extension for and the reprogramming of a \$100,000 Transportation Outreach Program (TOP) grant funds, from PD&E to final design for the 16th Street Operational Improvements Project, above mentioned.
- Maintained the Transportation effort on-going after the Division was dissolved.

Goals and Objectives

- Maintain close scrutiny over the County's People's Transportation Plan and the voter-approved transit surtax for transportation projects.
 1. Administer the CMB share of the transit surtax program
 2. File all required quarterly and annual reports
 3. Update annually the City's Five-Year Transportation Plan for fund utilization.

- Complete the first bi-annual update of the Municipal Mobility Plan (MMP).
- Maintain and update the City's traffic count database; and develop / implement a citywide average annual daily (AADT) traffic count system.
- Coordinate the planning review and evolution of FDOT, County, South Florida Regional Planning Council (SFRPC), Regional Transportation Organization (RTO), and Metropolitan Planning Organization (MPO) transportation/mobility studies, plans, projects and programs (on-going).
- Ensure that their studies, plans, projects and programs also address and include the goals and objectives of the City of Miami Beach.
- Ensure that the City is aware of and applies for all federal, state, and county transportation and transit funding/grant opportunities available via the above-mentioned organizations.
- Ensure proper and timely implementation of technology and operational improvements to the Electrowave Shuttle Project
 1. Achieve greater effectiveness in advertising/marketing the transit service
 2. Purchase buses employing diesel technology
 3. Purchase and install automatic passenger counting technology.

Performance Measurements

- Coordinate ongoing City planning studies for transportation projects (MPO, Surtax, TEP, and MMP)
- Procure federal, state, and county funding for these projects.
- Maintain and update the City's traffic count data base (on-going).
- Ensure coordination between the City and all county, regional, and state planning organizations.
- Oversee the Road Impact Fee Program to benefit Miami Beach.
- Coordinate the planning review of FDOT and County construction projects in Miami Beach.
- Coordinate and act as City liaison to MBTMA and the Electrowave Shuttle Project.

- Ensure timely implementation of technology (diesel buses and automatic passenger counters) and improvements to advertising and marketing of Electrowave Shuttle services.
- Oversee financial/accounting services for the Electrowave Project.
- Prepare and submit requests for reimbursements to FDOT and FTA for incurred Electrowave operating and capital expenditures.
- Assist the Administration in its efforts to ensure that the Bay Link Study meets Miami Beach's goals, objectives, and future needs.

Workload Measures	2003 Actual	2004 Projected	2005 Estimated
Number of transportation & transit projects under planning	2	3	7
Grant/funding awarded for projects	\$1,445,000	\$1,450,000	\$1,450,000
Administer the CMB share of the transit surtax program (5-Yr.Plan).	N/A	1,686,079	2,250,000
Maintain City traffic count database	Ongoing	Ongoing	Ongoing
Oversee Road Impact Fee Program	4 projects	6 projects	8 projects
Coord. planning review FDOT projs in Miami Beach	Tech.Assist. Study	RFP for diesel buses & APCs. RFQ for Mktg.	Implement new technology
Oversee Electrowave Project	Financial/reimb	Financial/reimb Negotiate w/MDT	Financial/Reimb.
MMP bi-annual update	N/A	Began	Completed

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Expenditure Area					
Salaries & Benefits	\$258,651	\$276,862	\$ 240,728	\$ 145,787	\$ 252,453
Operating Expenses	17,912	29,871	56,517	57,428	15,717
Internal Services	53,555	51,435	78,219	70,760	77,320
Capital	17,813	0	0	0	2,600
Total	\$347,931	\$358,168	\$ 375,464	\$ 273,975	\$ 348,090
Budgeted Positions	5	4	3		3

Budget Highlights

- A Transportation Engineer (\$78,637) has been added to coordinate local transportation and traffic management programs, including providing support to the Director in managing, updating, and implementing the City's Municipal Mobility Plan (MMP). This position will work closely with the Planning Department to ensure funds are adequately captured to fund the MMP.
- The budget includes a transfer of a clerical position to the Engineering and provides for projected merit, COLA, pension and insurance increase for 3 positions.
- The Parking Enterprise Fund will reimburse the General Fund for the entire cost of the Transportation Management Division

OPERATIONS DIVISIONS
(Streets and Streetlights-General Fund)
(Water, Sewer, Stormwater-Enterprise Funds)

Mission Statement

It is our mission to enhance the community by providing the highest possible level of maintenance and service to the streets, water, sewer, stormwater and streetlight infrastructure of the City and the delivery of safe and pleasant drinking water and the efficient collection and disposal of both sewer and stormwater.

Major Accomplishments

- Installed and/or made repairs of various water main pipe sizes throughout the City 6,000 linear feet).
- Continued implementation of a four-cycle meter reading schedule that provides consistent 28-day billing periods for all accounts. Customers now know when their meter will be read every month (11,770 readings per month).
- Maintained approximately \$2 Million in inventory for the repair and maintenance and construction related to Streets, Streetlights, Water, Sewer, Drainage, Pump stations.
- Replaced approximately: 30,000 sq.ft. of sidewalk or 8,000 linear feet and 1,000 linear feet of curb / gutter.
- Re-paved approx: 3,500 linear ft. of roadway throughout the City.
- Repaired approximately 3,000 pot holes and other defects to the driving surface
- Replaced over 1,500 water meters.
- Maintained 6,000 streetlights and 1,000 landscape up-lights throughout the residential and commercial areas of the City.
- Cleared over 400 sewer stoppages.
- Cleaned over 140 miles of sewer main.

- Cleaned over 100 miles of storm-water drains.
- Cleaned over 4,000 storm-water catch basins.
- Constructed 30 handicap ramps.

Goals and Objectives

ALL DIVISIONS

- Implement the infrastructure Management System.
- Continue to implement an employee development program.
- Develop and implement an enterprise fund capital recovery program.
- Develop and implement a quality assurance program.
- Develop benchmarks for response and repair time standards.
- Implement a GIS for utility and street infrastructure.
- Continue the implementation of a program for an Automatic Meter Reader System.
- Continue the implementation of a water valve maintenance program.
- Reduce illegal connections into the sanitary sewer system.
- Conform to the requirements of the NPDES Permit.
- Complete testing of 20% of all outfalls, annually.

Performance Measurements

	2002	2003	2004	2005
	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Estimated</u>
WATER				
Repair leaks throughout the system	673	1,300	1,300	900
Perform field repairs to fire hydrants	232	300	260	280
Replace fire hydrants city-wide	118	340	360	300
Replace lead services using city forces	472	900	800	500

Exercise valves (6" through 36")	542	700	1,300	1,200
Construct ductile iron water main	11	18	12	12
Complete new fire line taps and installations	62	58	50	30
Complete new-metered service taps and installations	650	700	600	550
Collect water samples for bacteriological	2,200	2,300	2,100	2,100
Perform water chlorine residual tests	4,125	4,400	3,960	4,000
Investigate requests for service (high bills)	549	750	600	600
Perform final readings for customer requests	875	620	120	800
Respond to misc. metered service citizen requests	287	330	200	200
Flush Fire Hydrant at system dead ends weekly	272	220	250	250
Complete Water Meter readings for billing purposes	142,000	158,000	143,000	143,200
Complete turn-offs and turn-on	681	700	750	750
Complete Special readings (including read audits)	8,986	14,000	13,000	13,000
Conduct lead/copper sampling	44	n/a	n/a	n/a
Conduct Water Quality Parameter Tests	150	160	150	150
Replacement of water meters by City forces	1,331	1,200	1,500	1,500
Replace covers / blocks meter pits	1,984	500	700	700
Test water meters for accuracy	2,800	2,100	3,000	3,000
Deliver Final Notices of Payment Due	671	350	600	400
Repack all water station pumps as needed.	131	160	160	160
Verify proper alignment of all pumps and motors	438	460	460	460
Exercise suction and discharge valves	452	460	460	460
Calibrate and maintain multi-gas detectors	161	150	150	150
Multi-gas detector maintenance & operational	(1 Yearly)	(1Yearly)	(1Yearly)	(1 Yearly)
SEWER				
Replace deteriorated sewer lines	1,443	1,800	1,600	1,500
Replace 6" sewer laterals	3,773	4,600	4,000	3,500
Replace sanitary sewer manholes	8	5	5	5
Rehabilitate sanitary sewers	788	800	2,000	10,000

Televising of gravity sewer system	632	2,000	2,000	2,000
Clean and inspect sewer line	733,300	710,000	100,000	800,000

PUMPING SATIONS

Tests for readiness on the stand-by power systems	1,632	1,700	1,700	1,700
Conduct major electrical tests	925	925	925	925
Conduct electronic tests	988	800	800	800
Exercise all suction and discharge valves	142	150	150	150
Visually inspect internal parts of check valves	35	42	42	42
Rake bar screens	4,000	4,000	4,000	4,000

STORMWATER

Install drainage structures to address flooding	7	6	6	4
Replace deteriorated storm sewers	266	275	275	200
Clean basins	5,888	4,300	7,000	8,000
Clean manholes	534	600	600	600
Clean storm sewers	137,000	140,000	140,000	140,000
Construct new drainage structures	8	10	10	7
Complete testing of outfalls	7	7	10	15
Construct french drains (storm drains)	8	7	10	5

STREETS & STREETLIGHTING

Replace sidewalk (Sq. Ft.)	37,000	30,000	40,000	30,000
Replace curb and gutter (L.F.)	432	1,000	3,000	2,000
Maintain Streetlights	5,970	5,982	6,000	6,000
Maintain Decorative Up-lighting	1,000	1,000	1,000	1,000
Re-bulb Streetlights city-owned	1,250	1,700	1,700	1,700
Paint Repair of Traffic Light Mast Arms	0	5	20	20
Pavement Markings – newly resurfaced streets (L.F.)	182	2,700	50	30
Minor Bridge Repairs	0	1	6	3
Seawall Repairs (minor)	0	1	3	3
Asphalt Restoration (pot holes)	3,403	3,000	3,000	3,000
Rehabilitation of existing 5,000 Volt Series Circuits	1,100	2,000	8,000	8,000
Coordinate and repave roads and alleys (L.F.)	3,232	16,000	8,000	12,000
Inspection for faded street signs	33	75	300	300
Install new poles/fixtures	10/110	10/100	10/100	10/100
Install P.V.C. conduit	2,033	3,000	5,000	2,000

Operations Divisions

Financial Summary

Streets/Streetlights (General Fund)					
Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 867,642	\$ 925,289	\$ 1,120,528	\$ 886,627	\$ 1,137,322
Operating Expenses	612,153	672,679	649,391	693,983	774,500
Internal Services	389,083	406,602	300,780	379,378	382,703
Capital	17,380	0	19,900	15,809	0
Total	\$ 1,886,258	\$ 2,004,570	\$ 2,090,599	\$ 1,975,797	\$ 2,294,525
Budgeted Positions	22	23	24		22

Budget Highlights

- Savings of \$25,981 were achieved by deleting a vacant Masonry Helper position. In addition, the division has made reductions in overtime costs through more efficient scheduling.
- The budget provides for projected merit, COLA, pension and insurance increases for 22 positions.
- The Streets/Streetlights Division is supported by \$1,280,000 in Local Option Gas Tax proceeds.

Water (Enterprise Fund)

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Water Sales	\$ 17,222,187	\$ 16,615,148	\$ 17,590,000	\$ 20,273,046	\$ 18,377,000
Firelines	155,200	68,557	125,000	100,855	100,000
Water Connection Fees	1,376	62,817	5,000	977	5,000
Water Tapping	210,683	218,991	200,000	211,686	200,000
Interest Earnings	72,832	25,448	32,000	13,653	10,000
Other	381,101	716,785	500,000	604,764	500,000
Retained Earnings	0	911,515	703,070	703,070	906,000
Total	\$ 18,043,379	\$ 18,619,261	\$ 19,155,070	\$ 21,908,051	\$ 20,098,000

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 2,383,216	\$ 2,595,753	\$ 2,950,162	\$ 2,933,319	\$ 3,251,088
Operating Expenses	2,413,727	2,642,193	2,655,162	2,797,092	2,683,743
DERM Fee	1,348,265	1,296,289	1,290,000	1,241,693	1,350,000
Water Purchase	5,735,938	6,001,809	5,760,000	6,794,500	6,584,292
Renewal & Replacement	591,132	597,216	660,000	561,296	660,000
Internal Services	1,058,550	1,187,281	1,291,316	1,274,265	1,289,303
Capital	609,792	911,515	1,238,070	946,772	1,380,000
Debt Service	2,431,584	3,033,632	3,310,360	3,310,360	2,899,574
Total	\$ 16,572,204	\$ 18,265,688	\$ 19,155,070	\$ 19,859,297	\$ 20,098,000

Budgeted Positions	72	72	71	67.7
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Budget Highlights

- Funding is provided for a Heavy Duty Trencher (\$54,000) to avoid delays in installation of water services and small water mains.
- This budget provides \$420,000 to cover the cost of a new Infrastructure Management Software and the first phase to add a water and sewer GIS layer funded by current user fees. The Sewer and Stormwater Divisions will each provide an additional \$420,000.
- The budget eliminates 4 vacant field positions and funds 35% of the Assistant Director and secretary position allocated from the General Fund.

- The budget includes \$906,000 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of \$2,899,574 for payment of debt service on the existing Water and Sewer Revenue bonds, and \$1,673,843 for administrative fees that are paid to the General Fund. It also includes \$6,584,292 for the purchase of water from WASA, DERM fees of \$1,350,000 and renewal and replacement funds of \$660,000. A rate increase of \$0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$0.55 cents to the average (11,000 gallons) residential customer.

Sewer (Enterprise Fund)

Financial Summary

SEWER Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Sewer User Fees	\$ 22,725,080	\$ 23,576,818	\$ 23,825,000	\$ 23,987,427	\$ 23,691,000
Sewer Connection Fees	36,781	52,800	65,000	114,194	65,000
Sewer Fees - Cities	2,832,802	2,654,265	3,080,000	2,085,369	2,200,000
Interest Earnings	135,260	75,576	95,000	40,547	24,000
Other	297,664	789,095	530,000	637,725	530,000
Retained Earnings	0	191,531	1,099,036	292,851	337,000
Total	\$ 26,027,587	\$ 27,340,085	\$ 28,694,036	\$ 27,158,113	\$ 26,847,000
Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 1,680,299	\$ 1,600,209	\$ 1,666,193	\$ 1,804,190	\$ 1,979,428
Operating Expenses	2,350,135	2,321,654	2,368,186	2,359,301	2,445,534
DERM Fee	1,666,243	1,707,411	1,747,500	1,749,122	1,737,750
Sewer Treatment	15,573,968	14,834,360	15,300,000	13,364,066	13,843,500
Renewal & Replacement	1,020,850	1,070,021	1,080,000	971,541	1,080,000
Internal Services	1,264,700	1,454,542	1,451,517	1,436,663	1,495,857
Capital	423,615	191,531	591,000	292,851	757,000
Debt Service	3,985,241	4,121,160	4,489,640	4,489,640	3,507,931
Total	\$ 27,965,051	\$ 27,300,888	\$ 28,694,036	\$ 26,467,374	\$ 26,847,000
Budgeted Positions	43	43	40		40.7

Budget Highlights

- This budget provides \$420,000 to cover the cost of a new Infrastructure Management Software and the first phase to add a water and sewer GIS layer funded by current user fees. The Water and Stormwater Divisions will each provide an additional \$420,000.
- The budget funds 35% of the Assistant Director and secretary position allocated from the General Fund. The budget also provides for projected merit, COLA, pension and insurance increases for 40 positions.

- The budget provides funding of \$337,000 in capital outlay for replacement of sanitary sewers; \$3,507,931 for payment of debt service on the existing Water and Sewer Revenue bonds and \$1,388,957 for administrative fees that are paid to the General Fund. It also includes \$13,843,500 for sewer treatment costs, DERM fees of \$1,737,750 and renewal and replacement funds of \$1,080,000. A sewer rate increase of \$0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$ 0.99 cents to the average (11,000 gallons) residential customer.

Stormwater (Enterprise Fund)

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Stormwater Fees	\$ 5,230,566	\$ 7,622,002	\$ 7,730,000	\$ 7,850,000	\$ 7,970,000
Interest Earnings	79,462	49,363	60,000	55,000	60,000
Other	114,315	31,209	115,000	15,000	20,000
Total	\$ 5,424,343	\$ 7,702,574	\$ 7,905,000	\$ 7,920,000	\$ 8,050,000

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 671,651	\$ 793,049	\$ 1,003,205	\$ 971,360	\$ 1,208,532
Operating Expenses	587,638	401,898	698,679	724,876	655,300
Sanitation Contribution	381,542	381,542	381,542	381,542	381,542
Renewal & Replacement	70,072	57,113	130,000	77,704	130,000
Internal Services	326,769	370,624	347,711	355,726	401,555
Capital	88,927	213,672	822,000	705,338	942,000
Contingency/Reserve	0	0	946,863	0	756,071
Debt Service	2,352,959	3,201,831	3,575,000	3,571,696	3,575,000
Total	\$ 4,479,558	\$ 5,419,729	\$ 7,905,000	\$ 6,788,242	\$ 8,050,000
Budgeted Positions	19	22	23		23.6

Budget Highlights

- This budget provides \$420,000 to cover the cost of a new Infrastructure Management Software and the first phase to add a water and sewer GIS layer funded by current user fees. The Water and Sewer Divisions will each provide an additional \$420,000.
- The budget funds 30% of the Assistant Director and secretary position allocated from the General Fund. The budget also provides for projected merit, COLA, pension and insurance increases for 23 positions.

- The budget includes funding of \$522,000 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a \$381,542 contribution to the Sanitation Fund to support the streets sweeping function, \$3,575,000 for payment of debt service on the existing Stormwater Revenue bonds, and \$130,000 for renewal and replacement funds. A management fee of \$264,500 will be paid to the General Fund. The Stormwater Fund will generate revenues of \$7,970,000 from the monthly \$5.80 equivalent residential unit (ERU) charge, \$80,000 from interest earnings and other revenues to fund its operations.

Departmental Budget History

FY 03/04

- The Engineering Division includes the reduction of a vacant Capital Projects Coordinator position and provides for projected merit, COLA, pension and insurance increase for 20 positions.
- The Parking Enterprise Fund will reimburse the General Fund for the services provided by two Engineering Division professional positions who assist the Transportation Management Division operation.
- The General Fund is reimbursed for the Environmental Resources Management Division costs by fees for services provided to capital projects on a yearly basis.
- As a result of the Concurrency Management function being transferred to the Planning Department, a Senior Planner position has been eliminated and an Office Associate V has been downgraded to an Office Associate III in the Transportation Management Division.
- The Parking Enterprise Fund will reimburse the General Fund for the entire cost of the Transportation Management Division.
- This budget provides funding (\$90,726) for 2 positions and capital equipment for an additional streetlighting maintenance crew to maintain the newly constructed capital projects and provide adequate maintenance and repair of citywide lighting.
- The Streets/Streetlights Division is supported by \$1,280,000 in Local Option Gas Tax proceeds.
- The FY 03/04 Fleet Management Capital Replacement Fund will provide \$218,625 for the replacement of various heavy equipment vehicles.

- The Water Division budget includes \$420,000 in capital to continue the development of a new geographic information system (GIS) and infrastructure management system. The Sewer and Stormwater Divisions will each provide an additional \$420,000. The budget also provides for a GIS analyst position.
- The budget provides for additional crew of 3 positions and capital for the maintenance and/or repairs of asphalt cuts resulting from the repairs or construction of water and sewer system improvements. Also, funding for 5 Municipal Service Worker I positions has been transferred to outside contractual labor in order to maintain full staffing at all times.
- The budget includes \$818,070 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of \$3,310,360 for payment of debt service on the existing Water and Sewer Revenue bonds, and \$1,582,082 for administrative fees that are paid to the General Fund. It also includes \$5,760,000 for the purchase of water from WASA, DERM fees of \$1,290,000 and renewal and replacement funds of \$660,000. A rate increase of \$0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$0.55 cents to the average (11,000 gallons) residential customer.
- The Water Capital Budget includes \$80,000 for replacement of 4 heavy equipment vehicles.
- The Sewer Division budget includes \$420,000 in capital to continue the development of a new geographic information system (GIS) and infrastructure management system. The Water and Stormwater Divisions will each provide an additional \$420,000.
- Funding for 3 Municipal Service Worker I positions has been transferred to outside contractual labor in order to maintain full staffing at all times.
- The budget provides funding of \$171,000 in capital outlay for replacement of sanitary sewers; \$4,489,640 for payment of debt service on the existing Water and Sewer Revenue bonds and \$1,312,814 for administrative fees that are paid to the General Fund. It also includes \$15,300,000 for sewer treatment costs, DERM fees of \$1,747,500 and renewal and replacement funds of \$1,080,000. A sewer rate increase of \$0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$ 0.99 cents to the average (11,000 gallons) residential customer.
- The Sewer Capital Budget provides \$200,000 for replacement of 1 heavy equipment vehicle (Vactor).

- The Stormwater Division budget includes \$420,000 in capital to continue the development of a new geographic information system (GIS) and infrastructure management system. The Water and Sewer Divisions will each provide an additional \$420,000.
- The budget provides \$170,000 in contractual services for a 3rd stormwater cleaning crew. It also includes a Management Analyst and a clerical position to enhance the administrative function of the Department. A Municipal Service I position has been transferred to outside contractual labor in order to maintain full staffing at all times.
- The budget includes funding of \$400,000 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a \$381,542 contribution to the Sanitation Fund to support the streets sweeping function, \$3,575,000 for payment of debt service on the existing Stormwater Revenue bonds, and \$130,000 for renewal and replacement funds. A management fee of \$250,000 will be paid to the General Fund. The Stormwater Fund will generate revenues of \$7,730,000 from the monthly \$5.80 equivalent residential unit (ERU) charge, \$175,000 from interest earnings and other revenues to fund its operations.

FY 02/03

- The Engineering Division includes the addition of a City Engineer position that has been funded by eliminating a vacant position in the Transportation and Concurrency Management.
- The Parking Enterprise Fund will reimburse the General Fund for the services provided by two Engineering Division professional positions who assist the Transportation and Concurrency Management Division operation.
- The General Fund is reimbursed for the Environmental Resource Management division cost by fees for services provided to capital projects on a yearly basis.
- This budget includes the reduction of 10 vacant positions as a result of eliminating two functions within this Division. These functions will be performed with existing city staff on an as needed basis.
- The budget includes the addition of 2 positions responsible for the South Beach area restroom cleaning. This is part of an in-house program that will increase efficiency and replaces a current contract with an outside provider with an overall savings to the City of \$28,245. Start-up capital costs will be incurred in FY 01/02 in order to help provide these savings in FY 02/03.
- The Streets/Streetlights Division is supported by \$1,242,000 in Local Option Gas Tax proceeds.

- The FY 02/03 Fleet Management Capital Replacement Fund will provide \$90,000 for the replacement of 7 heavy equipment vehicles.
- The Water Division budget includes \$150,000 in capital for a new geographic information system (GIS) and infrastructure management system. The Sewer and Stormwater Divisions will each provide an additional \$150,000.
- The budget includes \$939,810 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of \$3,304,837 for payment of debt service on the existing Water and Sewer Revenue bonds, and \$1,582,082 for administrative fees that are paid to the General Fund. It also includes \$6,156,000 for the purchase of water from WASA, DERM fees of \$1,282,500 and renewal and replacement funds of \$965,765. A rate increase of \$0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$0.55 cents to the average (11,000 gallons) residential customer.
- The Capital Budget includes \$205,390 for replacement of 6 heavy equipment vehicles.
- The Sewer Division budget includes \$150,000 in capital for a new geographic information system (GIS) and infrastructure management system. The Water and Stormwater Divisions will each provide an additional \$150,000.
- The budget provides funding of \$361,930 in capital outlay for replacement of sanitary sewers, and equipment; \$4,482,286 for payment of debt service on the existing Water and Sewer Revenue bonds and \$1,312,814 for administrative fees that are paid to the General Fund. It also includes \$15,000,000 for sewer treatment costs, DERM fees of \$1,806,563 and renewal and replacement funds of \$1,050,000. A sewer rate increase of \$0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$ 0.99 cents to the average (11,000 gallons) residential customer.
- The Capital Budget provides \$187,070 for replacement of 6 heavy equipment vehicles.
- The Stormwater Division budget includes \$150,000 in capital for a new geographic information system (GIS) and infrastructure management system. The Water and Sewer Divisions will each provide an additional \$150,000.
- The budget provides an additional crew of 3 positions for the maintenance and/or repairs of asphalt cuts and manhole restorations resulting from repairs or construction of stormwater system improvements.

- The budget includes funding of \$555,000 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a \$381,542 contribution to the Sanitation Fund to support the streets sweeping function, \$3,570,346 for payment of debt service on the existing Stormwater Revenue bonds, and \$130,000 for renewal and replacement funds. A management fee of \$250,000 will be paid to the General Fund. The Stormwater Fund will generate revenues of \$7,020,000 from the monthly \$5.50 equivalent residential unit (ERU) charge, \$200,000 from interest earnings and other revenues to fund its operations.

FY 01/02

- The Streets/Streetlights Division is supported by \$1,222,000 in Local Option Gas Tax Proceeds.
- The Fleet Management Fund includes \$440,953 for replacement of 10 heavy equipment vehicles for the General Fund division of Streets and Streetlights.
- The Engineering Division Budget includes an additional position (\$42,622) to address the need to enforce City regulations for newsrack, public telephones and bus shelters.
- The Environmental Resources Management Division budget reflects the transfer of three positions (\$79,567) to the newly created Community Service Teams Division within this Department for the new waterway management and maintenance function.
- The 2001/02 Community Service Team Budget includes \$425,904 and 18 positions from the Sanitation Enterprise Fund South Beach area. It also includes the transfer of \$226,632 and 4 positions to the Neighborhood Services-Community Resource Management Division. The net effect is an increase of \$192,224 and 14 positions to this budget.
- The Transportation & Concurrency Management Division budget includes the addition of one administrative secretarial position.
- The Water Division budget includes \$830,000 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of \$2,431,584 for payment of debt service on the existing Water and Sewer Revenue bonds, and \$1,582,082 for administrative fees that are paid to the General Fund. It also includes \$6,700,000 for the purchase of water from WASA, DERM fees of \$1,324,500 and renewal and replacement funds of \$965,765. A rate increase of \$0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$0.55 cents to the average (11,000 gallons) residential customer.

- The Capital Budget includes \$302,000 for replacement of 7 heavy equipment vehicles.
- The Sewer Division budget provides funding of \$336,000 in capital outlay for replacement of sanitary sewers, and equipment; \$3,985,241 for payment of debt service on the existing Water and Sewer Revenue bonds and \$1,312,814 for administrative fees that are paid to the General Fund. It also includes \$15,000,000 for sewer treatment costs, DERM fees of \$1,785,000 and renewal and replacement funds of \$1,359,863. A sewer rate increase of \$0.08 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$ 0.88 cents to the average (11,000 gallons) residential customer.
- The Capital Budget provides \$209,500 for replacement of 6 heavy equipment vehicles.
- The Stormwater Division includes funding of \$564,300 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a \$381,542 contribution to the Sanitation Fund to support the streets sweeping function, \$2,265,245 for payment of debt service on the existing Stormwater Revenue bonds, and \$130,000 for renewal and replacement funds. A management fee of \$250,000 will be paid to the General Fund. The Stormwater Fund will generate revenues of \$5,106,150 from the monthly \$4.00 equivalent residential unit (ERU) charge, \$340,000 from interest earnings and other revenues to fund its operations.
- The capital Budget provides \$66,000 for replacement of 2 heavy equipment vehicles.

FY 00/01

- The budget of the Engineering Division provides for four additional positions to enhance permitting and utility coordination activities (\$152,471). The Division transferred three positions to the newly created division of Transportation/Concurrency Management.
- The newly created division of Transportation/Concurrency Management provides for an additional position (\$45,044) to ensure concurrency compliance and improve livability within our City. It also includes the transfer of three positions from the Engineering Division. The Division is supported with revenues from a Concurrency Statement Fee (\$250,000).
- The Environmental Resources Management Division provides for four additional positions to provide for the monitoring and maintenance of the City's waterways, shorelines and seawalls (\$118,779).

- The newly established Community Resource Management Division provides for twelve additional positions for administration and Neighborhoods First Clean Teams to focus City resources to areas throughout our community (\$498,196).
- The Street/Streetlights Division is supported by \$1,280,000 in Local Option Gas Tax proceeds; \$1,596,232 in cost allocation for Environmental, Engineering, and Construction/Financial Management Division; other revenues to the General Fund are \$433,000.
- The Fleet Management Fund includes \$48,808 for replacement of trucks for the General Fund division of Streets and Streetlights.
- The Sewer Division budget provides funding of \$896,300 in capital outlay for replacement of sanitary sewers, and motor vehicles; \$3,411,718 for payment of debt service on the existing Water and Sewer Revenue bonds and \$1,312,814 for administrative fees that are paid to the General Fund. It also includes \$15,000,000 for sewer treatment costs, DERM fees of \$1,735,000 and renewal and replacement funds of \$1,069,530. A sewer rate increase of \$0.08 cents is budgeted for debt service costs for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$0.88 cents to the average (11,000 gallons) residential customer.
- The Water Division budget includes \$1,737,400 in capital outlay for miscellaneous water main upgrades, replacement of 1,200 lead water lines, motor vehicles, water meters, and fire hydrants. It also provides funding of \$1,427,598 for payment of debt service on the existing Water and Sewer Revenue bonds, and \$1,582,082 for administrative fees that are paid to the General Fund. It also includes \$6,450,000 for the purchase of water from WASA, DERM fees of \$1,300,000 and renewal and replacement funds of \$928,987. A water rate increase of \$0.05 cents is budgeted for debt service costs for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of \$0.55 cents to the average (11,000 gallons) residential customer.
- The Stormwater Division includes funding of \$723,127 for personnel (19 positions), a \$381,542 contribution to the Sanitation Fund to support the street sweeping function, \$550,134 for payment of debt service on the future Stormwater Revenue bonds, \$252,000 to pay debt service for capital improvements to the system within the Lincoln Road district, \$130,000 for renewal and replacement funds, and \$1,148,197 for capital outlay and operating for new construction and maintenance of the system. A management fee of \$250,000 will be paid to the General Fund. The stormwater fund will generate revenues of \$3,120,000 from the monthly \$2.50 equivalent residential unit (ERU) charge, \$315,000 from interest earnings and other revenues to fund its operations.

FY 99/00

- The budget of the Engineering Division provides for a transfer of two positions and an increase of one position for the newly created function of Concurrency Management. In addition, two positions are provided for bond project management to support the water, sewer and proposed storm water bond program. These bond fund projects will reimburse the General Fund the total cost of these two additional positions.
- The Street/Streetlights Division is supported by \$1,200,000 in Local Option Gas Tax proceeds; \$1,329,967 in cost allocation for Environmental and Construction Management Division; other revenues to the General Fund are \$423,000.
- The Fleet Management Fund includes \$220,595 for replacement of trucks and heavy equipment for the General Fund division of Streets and Streetlights.
- The Sewer Division budget provides funding of \$380,000 in capital outlay for rehabilitation and replacement of sanitary sewers citywide (to be reimbursed from future bonds), and motor vehicles; \$3,742,326 for payment of debt service on the Water and Sewer Revenue bonds and \$1,312,814 for administrative fees that are paid to the General Fund. It also includes \$15,300,000 for sewer treatment costs, DERM fees of \$1,735,000 and renewal and replacement funds of \$955,000. The sewer rate will remain the same as the current year.
- The Water Division budget includes \$863,000 in capital outlay for miscellaneous water main upgrades throughout the City (to be reimbursed from future bonds), replacement of 400 lead water lines, motor vehicles, water meters, and fire hydrants. It also provides funding of \$2,095,563 for payment of debt service on the Water and Sewer Revenue bonds, and \$1,582,082 for administrative fees that are paid to the General Fund. It also includes \$6,375,000 for the purchase of water from WASA, DERM fees of \$1,232,000 and renewal and replacement of funds of \$692,000. The water rate will remain the same as the current year.
- The Stormwater Division includes funding of \$582,067 for personnel (17 positions), a \$381,542 contribution to the Sanitation Fund to support the street sweeping function, \$520,000 for payment of debt service on the future Stormwater Revenue bonds, \$252,000 to pay debt service for capital improvements to the system within the Lincoln Road district, \$130,000 for renewal and replacement funds, and \$1,229,391 for capital outlay and operating for new construction and maintenance of the system. A management fee of \$250,000 will be paid to the General Fund. The Storm water Fund will generate revenues of \$3,100,000 from the monthly \$2.50 equivalent residential unit (ERU) charge, \$245,000 from interest earnings and other revenues to fund its operations.

FY 98/99

- The Street/Streetlights Division is supported by \$1,200,000 in Local Option Gas Tax proceeds; \$958,675 in cost allocation for Environmental and Construction Management Division; other revenues to the General Fund are \$143,000.
- The Sewer Division budget provides funding of \$317,672 in capital outlay for rehabilitation and replacement of sanitary sewers citywide (to be reimbursed from future bonds), and motor vehicles; \$3,661,087 for payment of debt service on the Water and Sewer Revenue bonds and \$1,312,814 for administrative fees that are paid to the General Fund. A rate increase for operating and debt service costs will increase a typical customer's monthly sewer bill from \$25.73 to \$27.38.
- The Water Division budget includes \$994,000 in capital outlay for miscellaneous water main upgrades throughout the City (to be reimbursed from future bonds), replacement of 400 lead water lines, water meters, and fire hydrants. It also provides funding of \$1,945,563 for payment of debt service on the Water and Sewer Revenue bonds, and \$1,582,082 for administrative fees that are paid to the General Fund. A rate increase for operating and debt service costs will increase a typical customer's water bill from \$13.50 to \$16.20.

SANITATION DIVISION

Mission

To keep the City of Miami Beach a clean and safe environment for all residents, businesses, visitors and employees assuring a positive experience and strengthening the image of our city as a world class destination.

Major Accomplishments

- Effectively took over Citywide pressure washing responsibilities.
- Mechanized functions within the street-cleaning program i.e., Green Machines, Madvac, Blowers and Billy Goats.
- Established an equipment and vehicle preventive maintenance program.
- Hired four Operations Supervisor to increase accountability.
- Renegotiated residential solid waste collection and franchise fee contracts.
- Supported over thirty special events including Memorial Day Weekend, Art Basel, etc., with litter control and other waste collection services.
- Created a comprehensive inventory of the trash receptacles Citywide.
- Continued search for innovative ways to maintain the area through experimenting with new cleaning procedures, products and new equipment on various and diverse applications i.e., Green Machines, Madvac, Blowers and Billy Goats.
- Cross trained Sanitation Division members in a variety of tasks to allow for flexibility in their scheduling, projects, special events as well as respond to emergency needs.
- Met with Miami Beach Chamber of Commerce & Ocean Drive Association members to address their needs and concerns while establishing a Business Owner Database for the assigned areas tracking, contact names, feedback and special needs.
- Adjusted schedules to meet seasonal demands, special events as well as increase the night coverage.
- Received 21 Customer Service Commendations as well as numerous letters and emails from Business Owners appreciating our efforts.

- Established enhanced storage facilities and satellite offices for the South District Litter Crew by converting unused space at the 14th Street Restroom on Lummus Park.
- Improved employee appearance by providing extra uniforms.
- Increased service level through the use of a Tennant Scrubber to supplement the pressure cleaning throughout Lincoln Road.
- Performed inspections for street furnishings, sidewalks, lighting and other City property to insure safe and adequate delivery of services
- Implemented weekly pressure washing of the showers at Lummus Park and the cleaning of the Serpentine Sidewalk.
- Increased safety and efficiency of the pressure washing operation by installing the Hydrotek units on a flatbed truck, thus eliminating the need for trailers.
- Issued Hand Blowers to the pressure washing crews who preceded the litter control operation.
- Effectively took over contracted janitorial services for the eight (8) Beach Restrooms from South Pointe to 73rd Street.
- Increased the frequency of restroom cleaning to four times daily.

Goals and Objectives

- Perform planned comprehensive maintenance and beautification operations along Ocean Drive, Collins Avenue, Washington Avenue and Lincoln Road while ensuring the services provided are completed in the least obtrusive manner possible.
- Conduct one on one survey with the citizens, tourists and business owners. This will provide a benchmark to determine future improvements in this area.
- Insure that all team members receive customer service training and empower them to represent the city in a polite, professional and responsive manner
- Implement centralized customer service.
- Automate violation process by implementing software to manage violations and complaints increasing the efficiency of office staff and Code Compliance officers.

Performance Measurements

	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
<u>Pressure cleaning:</u>			
258 receptacles in SBSA (Yrly)	24	26	26
Restrooms in Lummus Park	100	100	100
Showers at Lummus Park (Wk)	2	2	2
Ocean Drive sidewalks (Mth) (East & west sides) 5 th to 15 th St.	2	2	2
Collins Ave. sidewalks. (Mth) (East & west sides) 5 th to 17 th St	2	2	2
Washington Ave. sidewalks (Mth) (East & west sides) 5 th to 17 th St.	2	2	2
Lincoln Road w/ supplemental Scrubber application. (Mth)	3	3	3
Lummus Serpentine walks Swept & cleaned (Wk)	2	2	2
<u>Litter control:</u>			
Lincoln/Bay Rd. to Collins Av. (Cu.Yds)	4,500	6,000	6,000
Lummus Park / Ocean Drive & Side streetsto Collins Ave (Daily)	1	1	1
<u>Restrooms (Daily):</u>			
North End Restrooms (4)	3	3	3
South End Restrooms (4)	5	5	3
Deficiency Reports	1	1	1
Litter Receptacles Emptied (Annual)	534,000	534,000	600,000
Mobile Street Sweeping (Annual Mileage)	58,400	58,400	58,400

Mechanized Sweeping / Hand Sweeping (Annual Mileage)	2,964	3,989	3,989
Assist Parks Landscaping Div. in removal & disposal of foliage from City owned Properties and Illegal Dumping (Cu. Yds. Annually)	20,000	20,000	20,000
Process Commercial Waste Services (No. of Applications)	3,000	3,000	3,000
Process Roll-Off Permit (Annual Applications)	1,500	1,500	1,500

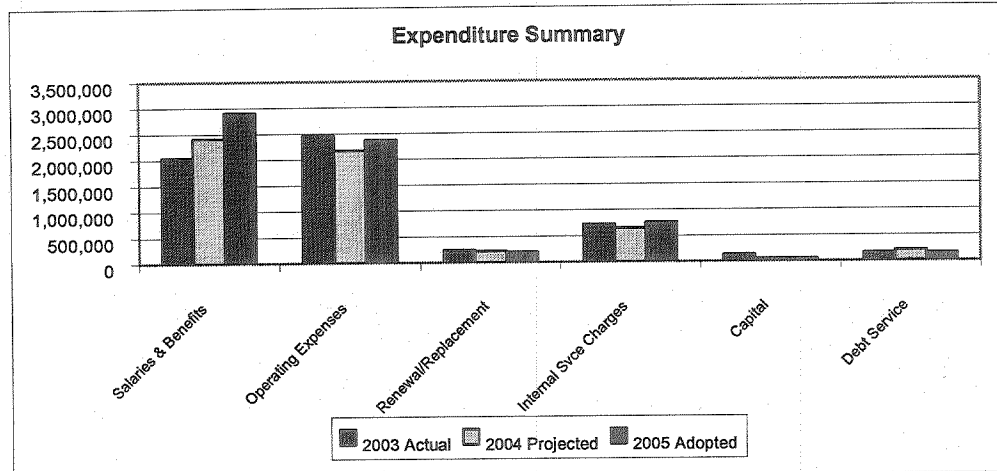
Division Financial Summary

REVENUE AREA	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Sanitation Fees	\$ 2,711,275	\$ 2,715,835	\$ 2,821,444	\$ 2,696,933	\$ 2,946,236
Trash Removal	18,252	7,436	21,500	32,340	20,400
Franchise Fees	799,754	1,358,667	1,799,038	1,929,123	1,879,452
Franchise-Right of Way	253,839	237,379	253,833	248,525	238,243
Roll Off	408,189	367,988	318,000	452,177	357,875
Violations/Fines	62,412	79,828	75,000	36,277	50,000
Impact Fee-Construction	513,526	624,179	600,000	670,341	663,093
Impact Fee-Commercial	727,013	706,012	719,188	620,321	724,461
Interest Earnings/Other	36,522	(2,970)	30,000	26,946	55,200
City Center RDA-Reimb	0	0	0	0	225,237
Mid Beach Res Tx QLF	0	0	0	0	75,000
N Beach Res Tx QLF	0	0	0	0	75,000
Ret. Earn./Loan Proceeds	0	0	36,000	0	0
Storm Water Fd Contrib.	381,542	381,542	381,542	381,542	381,542
Total	\$ 5,912,324	\$ 6,475,896	\$ 7,055,545	\$ 7,094,525	\$ 7,691,739

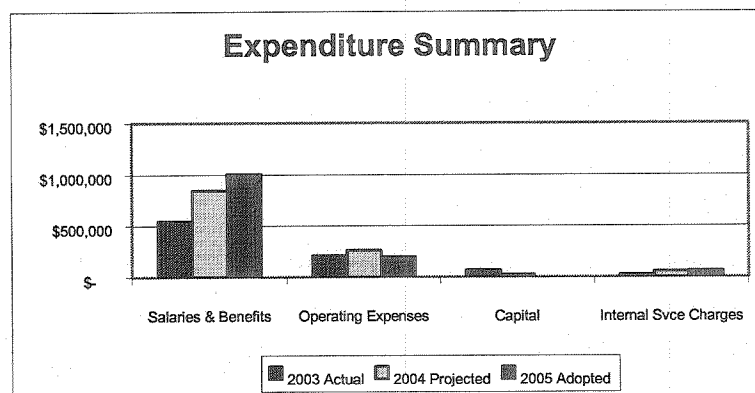
EXPENSES-Citywide

Salaries & Benefits	\$ 1,884,780	\$ 2,038,500	\$ 2,497,253	\$ 2,404,381	\$ 2,905,643
Operating Expenses	2,274,092	2,459,389	2,309,148	2,164,583	2,372,091
Renewal/Replacement	221,152	242,043	195,378	213,485	195,378
Internal Svce Charges	683,862	717,010	643,604	643,604	752,217
Capital	367,757	130,846	12,000	49,458	50,000
Debt Service	86,664	152,137	204,172	204,172	150,000
Total	\$ 5,518,307	\$ 5,739,925	\$ 5,861,555	\$ 5,679,683	\$ 6,425,329

Budgeted Positions	58	64	58	69 + 1 PT
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Expenses-South Beach	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 316,636	\$ 544,537	\$ 906,165	\$ 847,795	\$ 1,006,136
Operating Expenses	134,226	211,638	206,906	262,440	199,000
Capital	0	68,621	24,000	24,000	0
Internal Svce Charges	35,421	26,451	56,919	56,919	61,274
Total	\$ 486,283	\$ 851,247	\$ 1,193,990	\$ 1,191,154	\$ 1,266,410
Budgeted Positions	20	32	26		26
Total Expenses	\$ 6,004,590	\$ 6,591,172	\$ 7,055,545	\$ 6,870,837	\$ 7,691,739
SURPLUS/(DEFICIT)	\$ (92,266)	\$ (115,276)	\$0	\$ 223,688	\$0
Total Budgeted Positions	78	96	84		95 + 1 PT



Budget Highlights

- A part time Field Agent position funded by the Sanitation Department and reporting to the Internal Audit Division has been created to enhance monitoring of franchise fees, roll-off fees, right-of-way fees, etc. The \$24,888 cost of this position will be completely offset by an equal increase in revenues generated by the Sanitation Department.
- Mid-Beach and North Beach Quality of Life Funds will provide \$150,000 to enhance Sanitation services for the 41st Street and 71st Street commercial districts.
- North Beach Quality of Life Funds will provide \$30,000 for waterway clean-up in North Beach.
- City Center RDA funds will provide \$225,237 for a 6 day per week litter crew for completed CIP projects such as Beach Walk and completed areas of the Cultural Campus.

Budget History

FY 03/04

- The Sanitation fund will receive an additional 4% from the franchise tax-waste contractors currently included in the General Fund. This increase to the Sanitation fund is composed of an additional 2% that formerly went to the General and an increase of 2% to the amount charged to the waste contractors. This raises the total fee to 16% and is at a par with other municipalities.
- This budget includes funding for an SBST Superintendent position that will be funded by the enterprise fund rather than the General Fund.
- Savings from the elimination of 5 waste collector positions have been used to fund a mechanized sweeping crew composed of 3 Municipal Service Worker (MSW) III positions and 1 MSW II position.
- Six litter control positions formerly funded by the General Fund in the SBST will now be funded by the Sanitation Enterprise-SBST fund. The total amount being funded in the Enterprise Fund will be \$179,411.

- Funding for 5 Municipal Service Worker I's in the Enterprise and an additional 5 in the SBST has been transferred to outside contractual labor in order to maintain full staffing at all times.

FY 02/03

- This budget includes \$182,077 for six additional positions and capital equipment for a sweeping crew to be assigned primarily to the North District.
- The Budget provides \$205,867 for 12 positions and capital equipment to extend the coverage area of the South Beach Service Team (SBST) beginning in the second quarter of the fiscal year.
- A total of 2 positions will be added to be responsible for cleaning the beach restrooms. This is part of an in-house program that will increase efficiency and replaces a current contract with an outside provider with an overall savings to the City of \$58,227. Start up capital costs will be incurred in FY 01/02 in order to help provide these savings in FY 02/03.
- The Sanitation fund will receive an additional 2% from the franchise tax-waste contractors currently included in the General Fund. This will increase the Sanitation fund to 10% and reduce the General fund to 2% of the 12% collected for Franchise taxes charged to the waste contractors. In addition, the department will be requesting Commission approval to raise the total fee to 14% at a par with other municipalities and provide an additional \$206,000 to the Sanitation fund.
- This budget request for FY 02/03 includes \$128,300 for equipment for the enhanced cleaning services.

FY 01/02

- This budget included an additional position Code Compliance officer (\$30,658) to work citywide on the weekends.
- The budget also provided for four additional positions (\$187,299) for enhanced residential area mechanized sweeping.
- The South Beach Service Team (SBST-18 position) administratively reports to the Community Service Team Division in the General Fund but is paid by this Enterprise Fund.

- The Sanitation fund will received additional 2% from the franchise tax-waste contractors currently included in the General Fund. This increased the Sanitation fund to 8% and reduced the General fund to 4% of the 12% collected for Franchise taxes charged to the waste contractors.
- The City's Capital Budget request for FY 01/02 includes \$315,500 for replacement of seven heavy equipment vehicles.

FY 00/01

- The Sanitation fund will receive or an additional 2% from the franchise tax-waste contractors currently included in the General Fund. This will increase the Sanitation fund to 8% and reduce the General fund to 4% of the 12% collected for Franchise taxes charged to the waste contractors.
- The budget includes full year funding for an Assistant Director position (\$52,153).
- Financing of \$1,500,000 is being obtained through the Florida Municipal Loan Program to replace worn-out equipment. P rincipal and interest payments totaling \$169,000 have been budgeted for the first year of the program.

FY 99/00

- The Sanitation fund will receive additional 2% from the franchise tax-waste contractors currently include in the General Fund. This will increase the Sanitation fund to 4% and reduce the General fund to 8% of the 12% collected for Franchise taxes charged to the waste contractors

FY 98/99

- A proposed Sanitation Impact fee was established for all commercial waste accounts effective October 1, 1998. The fee will cover the costs associated with the garbage/trash removal from the streets and alleyways in the commercial areas of the City. This fee is estimated to generate \$940,000.

SANITATION

(South Beach Services Team)

Mission

To keep the City of Miami Beach a clean and safe environment for all residents, businesses, visitors and employees assuring a positive experience and strengthening the image of our city as a world class destination.

Major Accomplishments

- Assure working relationship with other city departments to correct deficiencies.
- Mechanized functions within the street-cleaning program i.e., Green Machines, Madvac, Blowers and Billy Goats.
- Met with Miami Beach Chamber of Commerce & Ocean Drive Association members to address their needs and concerns while establishing a Business Owner Database for the assigned areas tracking, contact names, feedback and special needs.
- Adjusted schedules to meet seasonal demands, special events as well as increase the night coverage.
- Received 21 Customer Service Commendations as well as numerous letters and emails from Business Owners appreciating our efforts.
- Established enhanced storage facilities and satellite offices for the South District Litter Crew by converting unused space at the 14th Street Restroom on Lummus Park.
- Improved employee appearance by providing extra uniforms.
- Increased service level through the use of a Tennant Scrubber to supplement the pressure cleaning throughout Lincoln Road.
- Performed inspections for street furnishings, sidewalks, lighting and other City property to insure safe and adequate delivery of services
- Implemented weekly pressure washing of the showers at Lummus Park and the cleaning of the Serpentine Sidewalk.

- Increased safety and efficiency of the pressure washing operation by installing the Hydrotek units on a flatbed truck, thus eliminating the need for trailers.
- Issued Hand Blowers to the pressure washing crews who preceded the litter control operation.
- Assumed janitorial duties for the eight (8) Beach Restrooms from South Pointe to 73rd Street.
- Increased the frequency of restroom cleaning to four times daily.

Goals and Objectives

- Perform planned comprehensive maintenance and beautification operations along Ocean Drive, Collins Avenue, Washington Avenue and Lincoln Road while ensuring the services provided are completed in the least obtrusive manner possible.
- Conduct one on one survey with the citizens, tourists and business owners. This will provide a benchmark to determine future improvements in this area.
- Insure that all team members receive customer service training and empower them to represent the city in a polite, professional and responsive manner.

Performance Measurements

<u>Pressure Cleaning</u>	2003 Actual	2004 Projected	2005 Estimated
258 receptacles in SBST (Yrly)	24	26	26
Restrooms in Lummus Park	100	100	100
Showers at Lummus Park (Wk)	2	2	2
Ocean Drive sidewalks (Mth) (East & west sides) 5 th to 15 th St.	2	2	2
Collins Ave. sidewalks. (Mth) (East & west sides) 5 th to 17 th St	2	2	2

Washington Ave. sidewalks (Mth) (East & west sides) 5 th to 17 th St.	2	2	2
Lincoln Road w/ supplemental Scrubber application. (Mth)	3	3	3
Lummus Serpentine walks Swept & cleaned (Wk)	2	2	2

Litter control:

Lincoln/Bay Rd. to Collins Av. (Cu.Yds)	4,500	6,000	6,000
Lummus Park / Ocean Drive & Side streetsto Collins Ave (Daily)	1	1	1

Restrooms (Daily):

North End Restrooms (4)	3	3	3
South End Restrooms (4)	5	5	3
Deficiency Reports	1	1	1

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Expenses-South Beach GF*					
Salaries & Benefits	\$ 478,631	\$ 546,522	\$ 406,872	\$ 357,113	\$ 465,892
Operating Expenses	152,195	165,825	162,965	113,960	156,990
Internal Svce Charges	58,553	116,289	117,946	141,705	110,154
Capital	30,833	0	0	7,973	0
Total	\$ 720,212	\$ 828,636	\$ 687,783	\$ 620,751	\$ 733,036
Budgeted Positions-General	20	23	15		15
Budgeted Positions-Sanitation	20	32	26		26

Budget Highlights

- The City Center RDA will reimburse the General Fund (\$399,378) for maintenance of the Lincoln Road RDA project.
- Funding is provided for projected merit, COLA, pension and insurance increases for 15 positions.

SANITATION – MID BEACH

Mission

To provide pressure cleaning services to the City of Miami Beach middle beach districts areas of 41st Street - Collins Avenue to Alton Road, Collins Avenue - 41st Street to 49th Street, and Indian Creek 41st to 43rd Streets. These services enhance the appearance and maintain a clean and safe environment for the residents and visitors of Miami Beach.

Goals & Objectives

- To continue to provide pressure cleaning services to the Mid Beach areas of 41st Street, Collins Avenue to Alton Road, Collins Avenue - 41st Street to 49th Street, and Indian Creek Drive - 41st to 43rd Streets.
- To continue to provide a clean and safe environment and well maintained public facilities for all residents and visitors of the City of Miami Beach.
- To continue to maintain new lighting, fountains, structures and related equipment in the Mid Beach areas.

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
<u>Expenditure Area</u>					
Salaries & Benefits	\$ 78,183	\$ 83,419	\$ 76,360	\$ 79,224	\$ 81,863
Operating Expenses	9,292	3,270	13,142	2,011	10,987
Internal Services	4,430	6,985	9,835	7,241	9,851
Capital	0	0	0	0	0
Total	\$ 91,905	\$ 93,674	\$ 99,337	\$ 88,476	\$ 102,701
Budgeted Positions	3	2	2		2

Budget Highlights

- This budget provides merit, COLA, pension and insurance increases for 2 employees.

Budget History

FY 03/04

- This Division began reporting to the Sanitation Department rather than the Property Management Department in the middle of FY 04.
- Funding of \$74,412 in Salaries & Benefits, and \$24,925 in operating expenses provides a team of two (2) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the Mid Beach business area.

FY 02/03

- This budget reflects the reduction of one (1) Municipal Service Worker from the pressure cleaning service.

FY 01/02

- This budget provides funding of \$77,565 in Salaries & Benefits, and \$37,430 in operating expenses to support a team of three (3) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the Mid Beach business area.

FY 00/01

- The Middle Beach and North Beach Area-Property Management budgets include \$138,653 to support a staff of six full-time employees, who will operate as three teams of two employees each. One team will be dedicated full-time to the Middle Beach area and one to the North Beach area, to provide pressure cleaning of sidewalks and graffiti removal. The other team will be shared between the two areas. Additional operating expenses of \$66,048 provide for operating supplies and equipment necessary to maintain the pressure cleaning service

SANITATION- NORTH BEACH

Mission

To provide pressure cleaning services to the north beach districts areas of Ocean Terrace, 71st Street - Collins Avenue to Rue Notre Dame, Normandy Drive - Bay Drive to Rue Notre Dame, and Collins Avenue - 63rd Street to 74th Street. These services enhance appearance and maintain a clean and safe environment for the residents and visitors of Miami Beach.

Goals & Objectives

- To continue to provide pressure cleaning services to the North Beach areas of 71st Street, Collins Avenue to Rue to Notre Dame, Normandy Drive, Bay drive to Rue Notre Dame, and Collins Avenue - 63rd Street to 74th Streets.
- To continue to provide a clean and safe environment and well maintained public facilities for all residents and visitors of the City of Miami Beach.
- To continue to maintain new lighting, fountains, structures and related equipment in the North Beach areas.

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
<u>Expenditure Area</u>					
Salaries & Benefits	\$ 104,250	\$ 63,368	\$ 64,356	\$ 49,017	\$ 66,308
Operating Expenses	5,968	4,869	14,166	3,777	13,803
Internal Services	4,094	6,682	9,292	7,054	9,288
Capital	0	0	0	0	0
Total	\$ 114,312	\$ 74,919	\$ 87,814	\$ 59,848	\$ 89,399
Budgeted Positions	3	2	2		2

Budget Highlights

- This budget includes merit, COLA, pension and insurance increases for 2 employees.

Budget History

FY 03/04

- Funding of \$60,199 in Salaries & Benefits, and \$27,615 in operating expenses provides a team of two (2) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the Mid Beach business area.
- This division began reporting to the Sanitation Department rather than the Property Management Department in the middle of FY 04.

FY 02/03

- This budget reflects the reduction of one (1) Municipal Service Worker from the pressure cleaning service.

FY 01/02

- This budget provides funding of \$70,345 in Salaries & Benefits, and \$37,094 in operating expenses to support a team of three (3) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the North Beach business area.
- The operating budget is made up of \$28,000 for repairs and other equipment-related expenses, and \$9,430 for Internal Service charges.

PROPERTY MANAGEMENT

Mission

It is the vision and mission of Property Management to provide a clean, safe, and productive work environment to all City employees and to provide clean, safe, and well-maintained public facilities for all residents and visitors to the City of Miami Beach.

Major Accomplishments

- Over 19,000 computer database task entries for routine maintenance and new work items. Energy savings: In the past year, Property Management completed year 5 of a performance based contract with Johnson Controls that have produced to date over \$2,141,409 in energy savings to the City including \$481,324 in the past year alone and a total savings of \$371,169 above the guarantee of the contract.
- Developed a \$516,000 performance based contract for the replacement of the Centrifugal chillers at the Police Department building that is guaranteed to be paid through energy savings.

Major Projects

- Lincoln Road Lighting and Fountain Enhancement project.
- Byron Carlyle Theater (Performing Arts Theater)
- Credit Union Relocation to the 777- 17th Street Building
- 10th Street Auditorium HVAC Replacement
- 21st Street Community Center HVAS Replacement
- Police (SIU) Relocation to the Old City Hall Building
- Glass block window replacement at the Police Department Building
- Structural repairs specifications for the South Pointe Park Pier
- Structural repairs and window replacement for the Historic City Hall Building
- Master plan for the site, grounds, and buildings for the Log Cabin complex.

Goals and Objectives

- Review all public facilities for compliance with the American Disabilities Act (ADA) standards and requirements.
- To continue to automate the functions of the Division with the application of a CMMS (Computerized Maintenance Management System).
- Provide continued education training in each trade, to remain current with applicable building codes and to provide computer training to promote personal development for all employees.
- Implement energy efficient retrofits to reduce energy cost to the City.
- Develop a five year Capital Improvement Plan that reflects the needs of major maintenance replacement or repair needs of City facilities.

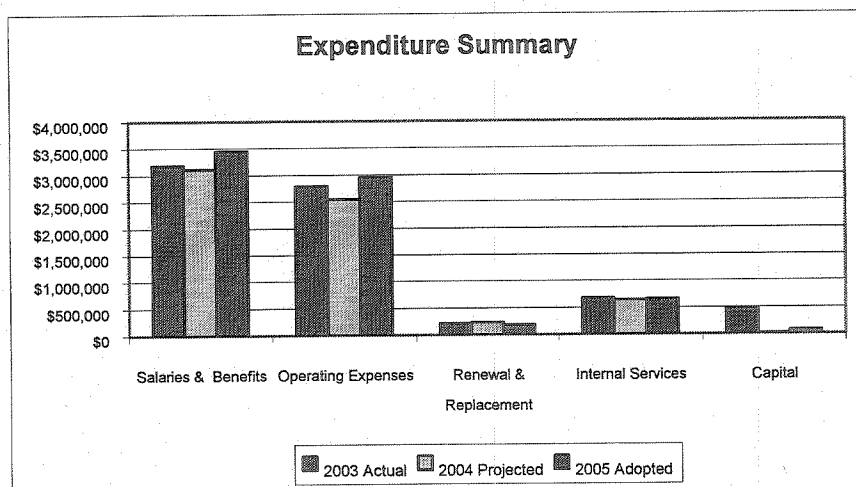
Performance Measurements

Workload Measures	2002	2003	2004	2005
Work Order Input	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Estimated</u>
Air Conditioning	1,602	1,806	1,806	1,806
Electrical	3,404	3,615	3,615	3,615
Painting	3,550	3,836	3,836	3,836
Plumbing	2,788	3,250	3,250	3,250
Maintenance	7,930	8,863	8,863	8,863
Total	19,274	21,370	21,370	21,370

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Inter-Departmental Charges	\$ 5,813,363	\$ 6,362,844	\$ 6,025,213	\$ 6,399,438	\$ 6,609,649
Capital Projects	364,979	342,712	634,737	338,181	634,737
Interest/Other	40,042	22,598	11,000	2,718	5,000
Retained Earnings	(244,351)	137,631	15,000	(215,871)	72,050
Total	\$ 5,974,033	\$ 6,865,785	\$ 6,685,950	\$ 6,524,466	\$ 7,321,436

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 2,799,017	\$ 3,180,254	\$ 3,154,682	\$ 3,111,798	\$ 3,451,471
Operating Expenses	2,494,029	2,788,271	2,675,391	2,544,188	2,955,541
Renewal & Replacement	166,313	213,402	185,000	231,301	185,000
Internal Services	514,674	683,858	654,377	637,179	657,374
Capital	359,106	481,236	16,500	13,635	72,050
Total	\$ 6,333,139	\$ 7,347,021	\$ 6,685,950	\$ 6,538,101	\$ 7,321,436
Budgeted Positions	59	59	58		59



Budget Highlights

- This budget includes Salaries & Benefits of \$3,451,471 for a staff of 59 positions including ten (10) administrative staff, and 49 technical/trade positions. This includes the addition of one (1) Building Services Technician position to support the North Shore Youth Center.

- Revenues from charges to user departments are budgeted at \$6,609,649, which are for repair and maintenance services, contractual services – such as Janitorial, Elevator, Air Conditioning, and other building systems, as well as electricity and other operating expenses. The increase in Interdepartmental Charges of \$584,436 reflects the following budget increases and decreases:
 - A decrease of \$109,585 in contract expense due to a transfer of Security Guard Contracts to the Police Department budget
 - \$166,550 increase in the Janitorial Service Contract due to the impact of the “Living Wage Ordinance”
 - \$151,777 increase in electricity costs due to increased usage of city facilities
 - \$43,000 increase for service contracts for A/C systems support at the North Shore Youth Center, the 777 Building and the South Shore Community Center, as well as an Ammonia Plant for the Ice Rink at the Scott Rakow Youth Center (Budget Enhancement)
 - \$35,876 increase for the addition of a Building Services Technician at the newly remodeled North Shore Youth Center (Budget Enhancement)
 - \$296,789 increase in salary and benefits
 - \$6,029 increase in other operating costs and a \$6,000 decrease in Interest Revenue
- Property Management Division is also budgeted for revenues of \$5,000 in interest earnings on the fund’s reserves, \$72,050 in Retained Earnings to be used to replace two vehicles and purchase specialty tools, and \$634,737 in charges for renovation projects at City facilities.
- Property Management will pay a management fee to the General Fund of \$79,350 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

Budget History

FY03/04

- This budget merges the Construction Section, previously reported as a separate division, into the Property Management Division. The services of the Construction Section will be charged to funded capital projects where it is proven that these services can provide a cost savings to the City of Miami Beach. This division was created during FY 00/01 to function as a construction team to upgrade City facilities.
- One Plumber position (Construction Section) has been eliminated with the equivalent funds budgeted in temporary labor.

- This budget includes Salaries & Benefits of \$3,154,682 for a staff of 58 positions including ten (10) administrative staff positions. Of the 48 technical/trade positions, ten (10) are in the Construction Section.
- This budget provides funding of \$604,240 for repair and maintenance supplies for all city facilities. This is a decrease of \$170,731 from FY 02/03.
- This budget includes a reduction of contractual services for janitorial services, totaling \$154,246. As a result of the "Living Wage Ordinance", the contract for these services is expected to increase significantly. Even with an anticipated service reduction of approximately 25%, the proposed budget for contractual services is \$71,844 greater than FY 02/03.
- This budget provides for the funding of \$16,500 for capital equipment necessary to maintain city facilities. In addition, it is anticipated that \$252,500 will be included in the City's Capital Budget for FY 03/04.

FY 02/03

- This budget provides funding of \$774,971 for repair and maintenance of all city facilities, which includes an increase of \$222,000 for the expanded facilities of the Scott Rakow Youth Center and the Bass Museum, as well as the new facilities of the Byron Carlyle Theater Building and the 777 Building, adjacent to City Hall.
- This budget includes a reduction of contractual services for citywide restroom cleaning, totaling \$127,317. These services will be performed by the City at a cost of \$69,090 producing a savings of \$58,227. Additionally, contracted services for fire pump testing is being reduced. This service will be performed by existing city staff thus generating further savings of \$76,440. Startup capital costs will be incurred in FY 01/02 in order to help provide these savings in FY 02/03.

FY 01/02

- This budget provides for the funding of \$417,403 for capital equipment necessary to improve City facilities. In addition, the City's Capital Budget request for FY 01/ 02 includes \$352,532, which is designated to fund the replacement of some of Property Management's vehicles.
- The total budgeted for Salaries & Benefits (\$2,067,811) supports a staff of 46 Professionals, including 37 technical/trade and nine (9) administrative staff positions.

- This budget provides funding for a staff of 12 professionals (\$429,147) who will perform construction / renovation services for the City of Miami Beach. Specifically, this staff will provide planning, design, construction administration, and the technical labor to perform renovation projects citywide. An additional \$61,000 is being proposed for equipment rental, repairs, and supplies.
- Within Operating Expenditures, there is a budget decrease of \$48,000 for electricity, which reflects the expectation of continued savings in electricity consumption due to the installation of energy-efficient equipment in City facilities. Of the total \$2,543,374 in Operating Expenses noted as part of this budget, \$500,100 is being provided for Electricity (City Hall, Old City Hall, the Police Building and the Youth Center), \$572,971 is for repairs/maintenance, and \$1,181,130 is for Citywide contractual services, such as Janitorial Services (\$494,875), and an Energy Management Lease Agreement (\$236,176), Energy Management Service Agreement (\$82,640), Security Guards (\$121,721) and other varied services totaling \$ 245,718. The remaining budget for Operating Expenses of \$369,669 is being provided for Temporary Labor, administrative fees to the General Fund, travel, training and all other operating expenses.
- A total of \$501,572 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Property Management with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; Fleet and Central Services support.

FY 00/01

- The Property Management Division will generate \$5,041,142 in revenues from user departments, \$5,000 in interest, and \$37,000 in maintenance fees from the Old City Hall building to fund its operations.
- The budget provides for the addition of a Data Entry Clerk and an Administrative Aide II (\$60,193 combined) to assist with a recent and anticipated increase in financial record keeping, reporting, etc., and to reduce current overtime needs.

PROPERTY MANAGEMENT - SOUTH BEACH

Mission

It is the mission of the South Beach Division to provide electrical, painting, plumbing, fountain cleaning, masonry, carpentry and other services to the City of Miami Beach South Beach area of the Lincoln Road Mall. Services provided are to enhance the appearance and maintain a clean and safe environment for the residents and visitors of Miami Beach.

Major Accomplishments

Over the past two years, Property Management developed a project for the enhancement of the general lighting, and fountain improvements on the 700 and 1000 blocks of Lincoln Road. This project is complete in construction documentation stage and permitting and is currently under construction. The project will provide enhancements to the existing features while providing for a safer environment for the patrons and property owners on Lincoln Road.

Goals & Objectives

- To provide in-house contracting services for the new Lincoln Road Mall project to reduce construction costs for the City.
- To continue to provide a clean, safe, environment and well maintained public facilities for all residents and visitors of the City of Miami Beach.
- To continue to maintain new lighting fountains, structures, and related equipment installed as part of the Lincoln Road Improvement Project.

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 409,870	\$ 390,872	\$ 356,740	\$ 364,740	\$ 380,169
Operating Expenses	130,191	50,724	49,322	42,176	43,369
Internal Services	32,769	26,169	36,768	36,768	37,895
Capital	9,832	8,322	31,500	22,791	0
Total	\$ 582,662	\$ 476,087	\$ 474,330	\$ 466,475	\$ 461,433
Budgeted Positions	8	7	7		7

Budget Highlights

- The budget of \$461,433 includes operating expenses of \$81,264 and salaries & benefits of \$380,169 for a team of seven (7) technical/trade professionals who maintain the public property on the Lincoln Road Mall, located in South Beach. This includes maintaining the area lighting, fountains, and the concrete floor and structures.
- Funding for this Division will be reimbursed by the City Center RDA, in order to maintain this RDA funded project.

Budget History

FY 03/04

- This budget includes a decrease of \$36,985 in operating expenses.
- The budget contains Salaries & Benefits of \$349,981 for a team of seven (7) technical/trade professionals who maintain public property in the south beach district areas of Washington Avenue, Collins Avenue, Lummus Park, and the Lincoln Road Mall.

FY 02/03

- This budget includes a decrease of \$97,335 for contracted cleaning services in the South Beach area restrooms. The cleaning service will be performed by the South Beach Service Team for a cost of \$69,090, producing a savings of \$28,245 in the General Fund. Startup capital costs were incurred in FY 01/02 in order to help ensure these savings in FY 02/03.
- This budget reflects the reduction of one (1) Municipal Service Worker and the elimination of the tram service on Lincoln Road Mall.

FY 01/02

- This budget reflects a total decrease of \$219,708, which is associated with the transfer of eight (8) Municipal Service Worker positions to the Community Service Team Division of Public Works.
- Provided in this budget are funds to support the City with a team 8 professionals, including two (2) painters, two (2) Electricians, three (3) Municipal Service Workers, and a Service Supervisor, who will perform property maintenance and/or upgrades in the South Beach area. Salaries & Benefits of \$330,025 are budgeted, which is a reduction from FY 00/01 of \$168,529 due to the transfer.

FY 00/01

- The South Beach Area-Property Management budget includes \$498,554 to support a staff of 16 full-time employees who will provide general maintenance in the South Beach business area including pressure cleaning of sidewalks and walkways, graffiti removal, paint/electrical work, and tram services on Lincoln Road Mall.
- Contractual services for enhanced bathroom cleaning (\$90,000), and exterminating (\$2,340) are also included. Additional operating expenditures of \$196,040 are for operating supplies and equipment. Funding for security services (approximately \$280,000) have been moved from the South Beach Property Management Division to the Police Department.

FY 99/00

- The South Beach Area-Property Management budget provides for the addition of a Municipal Service Worker to perform continued maintenance to the Lincoln Road fountains. Associated costs of \$40,000 include \$15,595 in operating supplies and \$24,505 for salary and benefits. Additionally, an increase in security service on Lincoln Road totaling 5,840 hours is provided with funds of \$54,838.

CAPITAL IMPROVEMENT PROGRAM

Mission

The Capital Improvement Program Office is designed to consolidate the management of the City's capital construction efforts into a single entity and to provide the platform to comprehensively address the ambitious goals set forth in the General Obligation Bond program, the Water and Wastewater Bond program, the Stormwater Bond program, and the Redevelopment Area Infrastructure Program to improve the City's infrastructure, public facilities, parks, beaches, golf courses and public safety equipment. The Office has the administrative tools in place to address this ambitious program in a professional and organized fashion deserving of our residents and neighborhoods. The Office utilizes a collaborative process in designating public improvements which is designed to incorporate substantive input by the residents of Miami Beach. The Office is tasked with constructing the City's funded Capital Improvements in a timely manner.

Major Accomplishments

- Completed the staffing of the department.
- Developed a 5-year implementation schedule for funded programs.
- Created an information management program that keeps client departments informed.
- Drafted an operating charter for the Community Information function of the department that is aimed at managing and mitigating community and business issues.
- Substantially completed the following projects by September 2003:
 - 1. South Pointe Phase I
 - 2. Flamingo Pool
 - 3. Groups "A" and "B" parks
 - 4. Espanola Way Streetscape
 - 5. Purchase of Fire Apparatus
 - 6. Pine Tree Park
 - 7. Chase Avenue Streetscape
 - 8. Miami Beach Golf Club Golf Course
 - 9. North Shore Open Space Park
Phases I & II
 - 10. Epicure Parking Lot Improvements
 - 11. LaGorce Island Enhancements

- Following projects were under construction by September 2003:

- | | |
|---|---|
| 1. North Shore Park & Youth Center | 7. Colony Theater |
| 2. Regional Library | 8. Convention Center Restrooms and ADA Improvements |
| 3. Marseille Drive Streetscape | 9. Miami Beach Golf Course Clubhouse, Maintenance Facility, and Restrooms |
| 4. Scott Rakow Youth Center | 10. Bass Museum Humidifiers Installation |
| 5. Normandy Isle Park and Pool | |
| 6. Booster Pump Station and Water Tanks at 25 th Street (Fire Station No. 2 Phase I) | |

- Following projects were under design by September 2003:

- | | |
|--|---|
| 1. South Shore Community Center – Phase I | 17. 41 st Street Streetscape Phase II – Bridge Enhancement |
| 2. LaGorce/ Pine Tree Drive - Landscaping Medians | 18. North Shore Open Space Park – Phase III |
| 3. Bay Road Streetscape (14 th -16 th St.) | 19. Pump Station on Terminal Island / Macarthur Causeway 20-inch Water Line |
| 4. Victory Garden | 20. Group “C” Parks - (Fairway, Muss and Washington Parks) |
| 5. Palm Island Guardhouse | 21. Parks Maintenance Facility |
| 6. Normandy Shores Golf Course Clubhouse Roof | 22. Normandy Isle Neighborhood ROW Improvements |
| 7. Lummus Park | 23. Venetian Islands Neighborhood – Bid Package B: Belle Isle ROW and Park Improvements |
| 8. Fire Station No. 4 | 24. Normandy Shores ROW Improvements |
| 9. Fire Station No. 2 | 25. Nautilus ROW Improvements |
| 10. Oceanfront ROW Improvements | 26. Flamingo ROW Improvements |
| 11. Miami Beach Golf Club Cart Storage Barn (pending funding) | 27. Star/Palm/Hibiscus ROW Improvements |
| 12. Miami Beach Golf Club Fence (pending funding) | |
| 13. LaGorce ROW Improvements | |
| 14. TOPA Lobby Interiors | |
| 15. 12 th St. Garage Renovation | |
| 16. 42 nd Street Streetscape | |

- Defined, finalized and documented CIP expectations from 9 of the 13 neighborhoods.
- Addressed a general policy for the under-grounding of utilities in neighborhoods.
- Created accountability mechanisms to ensure high quality, timely work by the City's Architect/Engineers and Contractors.
- Improved internal administrative processes, such as payment processing, budgeting, and project scheduling.

- Developed sufficient project schedules to assist the Finance Department in making funding decisions.
- Integrated City Center RDA into overall sequencing plan.
- Integrated Parking Department Capital projects into overall sequencing plan.
- Utilized the Job-Order-Contracting (JOC) System.

Goals And Objectives

- Develop a CIP plan for future components.
- Maintain and continuously reevaluate an effective structure for the management and coordination of the Capital Construction Program.
- Develop City organizational capacity to implement and manage CIP projects.
- Use existing funds to obtain additional funding.
- Deliver capital projects in accordance with implementation plan.
- At 100% Design, CIP to provide life cycle maintenance cost estimate to owner department for annual budget purposes.
- Work with Tourism and Cultural Development Department where necessary to include the Arts in Public Places projects in the Capital Improvement Program.
- Continue to hold a series of Community Workshops on the City's Capital Improvement Project Construction Process, as projects move into construction.
- Support the Planning Department's efforts to create a CIP Plan that can be used as the basis for revised CIE (Capital Improvement Element) of the Comprehensive Plan which needs to be updated by 2004 as per State Statutes.
- Schedule Commission Workshops as projects enter into construction phase to prepare the Commission for construction issues they may face/hear about.
- Promote successful completion of CIP projects to the public. Citizens should be also informed of those delayed projects and anticipated completion dates.
- Utilize the Job-Order-Contracting (JOC) Contractor for larger projects, including the Neighborhood Right-of-Way Infrastructure Improvement program projects.

- Create a series of departmental manuals outlining departmental policies, procedures, practices and expectations for the Construction Management, Administrative, Inspection and Community Information Divisions, as well as for the department as a whole.
- Transfer the General Obligation Bond Master Inventory of documents to digital format.
- Substantially complete following projects by September 2004:

<ol style="list-style-type: none"> 1. Regional Library 2. North Shore Park & Youth Center 3. Scott Rakow Youth Center 4. Marseille Drive Streetscape 5. South Shore Community Center – Phase I 6. Miami Beach Golf Club Clubhouse & Maintenance Facility 7. LaGorce/Pine Tree Drive – Landscaping Medians 8. Bay Road Streetscape (14th-16th St.) 9. Victory Garden 10. 1st Floor Conference Room Air Conditioning 11. Palm Island Guardhouse 	<ol style="list-style-type: none"> 12. 7200 Collins Avenue Parking Lot 13. Booster Pump Station and Water Tanks at 25th Street (Fire Station No. 2 Phase I) 14. Bass Museum Humidifiers Install 15. 42nd St Streetscape Enhancement 16. Normandy Shores Golf Course Clubhouse Roof 17. Venetian Causeway Temporary Parking 18. 4601 Collins Avenue Parking Lot 19. Byron Avenue and 71st St. Parking Lot 20. 4th Street and Alton Road Parking Lot
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- Have following projects under construction by September 2004:

<ol style="list-style-type: none"> 1. Lummus Park 2. Normandy Isle Pool 3. Colony Theater 4. Convention Center ADA 5. Fire Station No. 4 6. Fire Station No. 2 7. TOPA Lobby Interiors 8. 12th St. Garage Renovation 9. Washington Avenue Streetscape 10. Water/Wastewater Pump Station Upgrades 11. Parks Maintenance Facility 12. 13th Street Parking Garage 	<ol style="list-style-type: none"> 13. Pump Station on Terminal I Island/ Macarthur Causeway 20-inch Water Line 14. Venetian Islands Neighborhood-Bid Package B: Belle Isle ROW & Park Improvements 15. 137 Washington Ave(Former Community Garden) conversion to Parking Lot 16. 17th Street Parking Garage Structural Repairs 17. Beachfront Restrooms Lenox West & 17th St. Parking Lot
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- Have the following projects under design by September 2004:

<ol style="list-style-type: none"> 1. Altos Del Mar Park 2. North Shore Open Space Park 3. Phase III Ocean Front ROW Improvement 	<ol style="list-style-type: none"> 4. Miami Beach Golf Club Cart Storage Barn (pending funding) 5. Miami Beach Golf Club Fence (pending funding)
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- | | |
|---|---|
| 6. LaGorce ROW Improvements | 17. Group "C" Parks-(Fairway,Muss & Washington Parks) |
| 7. Collins Park | 18. Normandy Isle Neighborhood ROW Improvements |
| 8. Botanical Garden | 19. Sunset Island Utility Underground |
| 9. South Pointe Streetscape Phase II | 20. Flamingo Park /Property Management Facility |
| 10. Normandy Shores Golf Course | 21. South Pointe Park |
| 11. Normandy Shores Golf Course Clubhouse | 22. Star / Palm / Hibiscus ROW Improvements/ Palm & Hibiscus Utility Undergrounding |
| 12. South Shore Community Center–Phase II | 23. Maurice Gibb Memorial Park |
| 13. South Pointe Waste Water Master Booster Pump Station | 24. 17 th St. Parking Garage Maintenance |
| 14. Public Works Facility Phase II | 25. Lincoln Lane & Meridian Ave Parking Lot |
| 15. Venetian Islands Neighborhood – Bid Package C: San Marino / DiLido / Rivo Alto ROW Improvements | 26. Women's Club Parking Lot |
| 16. 41 st Street Streetscape Phase II – Bridge Enhancement | 27. Chase Ave & 40 th Street Parking Lot |
| | 28. Alton Road & 41 st Street Parking Lot |

Performance Measurements

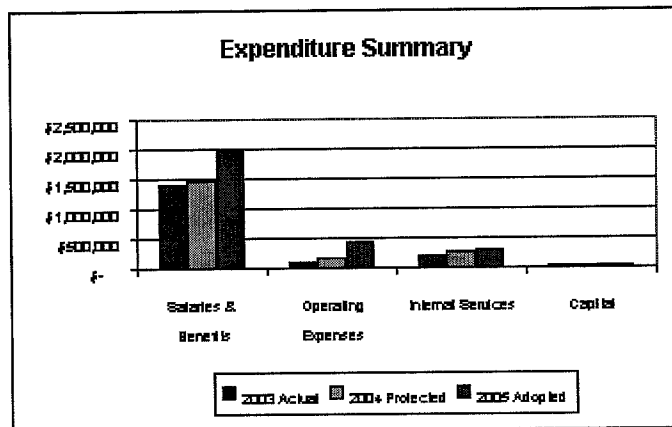
- Percentage of Neighborhood Streetscape Projects on Schedule from Issuance of Notice to Proceed for Construction
- Percentage of Parks and Facilities Projects on Schedule from Issuance of Notice to Proceed for Construction
- Total Number and Percentage of Projects in Construction within Original Budget Appropriation
- Percentage of Total Project Change Orders that Exceed 50% of Appropriated Contingency, Excluding Owner Requested Changes
- Total Percentage of Consultant Payments Processed through the CIP Office within 14 Days of Receipt of Proper Invoice and Paid within 25 Days of Receipt by CIP Office
- Total Percentage of Contractor Payments Processed through the CIP Office within 14 Days of Receipt of Proper Invoice and Paid within 25 Days of Receipt by CIP Office

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Percentage of Neighborhood Streetscape Projects on Schedule from Issuance of Notice to Proceed for Construction	75%	86%	80%	75%
Percentage of Parks and Facilities Projects on Schedule from Issuance of Notice to Proceed for Construction	60%	77%	40%	75%
Total Number and Percentage of Projects in Construction within Original Budget Appropriation	79% (15 of 19)	90% (18 of 20)	80% (12 of 15)	75%
Percentage of Total Project Change Orders that Exceed 50% of Appropriated Contingency, Excluding Owner Requested Changes	N/A	N/A	41%	10%
Total Percentage of <u>Consultant</u> Payments Processed through the CIP Office within 14 Days of Receipt of Proper Invoice and Paid within 25 Days of Receipt by CIP Office	N/A	54%	60%	67%
Total Percentage of <u>Contractor</u> Payments Processed through the CIP Office within 14 Days of Receipt of Proper Invoice and Paid within 25 Days of Receipt by CIP Office	N/A	74%	70%	75%

Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 1,218,995	\$ 1,383,929	\$ 1,736,991	\$ 1,481,004	\$ 2,014,206
Operating Expenses	92,440	97,306	215,247	168,931	425,927
Internal Services	181,649	196,800	309,036	279,101	306,949
Capital	128,465	48,034	15,000	38,231	20,000
Total	\$ 1,621,549	\$ 1,726,070	\$ 2,276,274	\$ 1,967,267	\$ 2,767,082
General Fund	24	24	24		27
Parking Fund	1	1	1		1
Total Budgeted Positions	25	25	25		28



Budget Highlights

- This budget includes funding (\$160,000) for professional services to expedite review of construction documents.
- Funding is provided for a Financial Analyst I (\$59,269) who will process invoices, charge backs, and requisitions and provide more timely payment and thereby allowing project managers to dedicate additional time to projects.
- A Paralegal position and supporting costs totaling \$80,000 have been added to assist in responding to contractual and legal issues related to capital projects, provide more timely completion of projects and allow project managers to dedicate additional time to projects.

- One additional Field Inspector will ensure there is an inspector in each of the three CIP Districts (North, Middle, and South) as well as for Citywide and Parking projects.
- Funding in the amount of \$42,280 will provide a contingency reserve for increased project management.
- The General Fund will contribute the total cost of enhancements (\$392,460) while capital projects will pay for the remainder of the departmental budget.

Budget History

FY 03/04

- A vacant Capital Improvement Administrator-Finance position was reduced and one Economic Development Department position was transferred to work as a Senior Capital Projects Coordinator. Also, 50% of a Senior Planner position in the Planning Department will be funded from this budget to serve the North Beach Community.
- The affected capital projects reimburse the General Fund for this departmental budget in its totality.

FY 02/03

- The budget provides for projected merit, COLA and insurance increases for 24 positions. It also provides \$78,198 in capital for vehicles and construction management software.

FY 01/02

- The Capital Improvement Program Office will be fully operational in FY 2002. The budget provides for 16 positions that are currently in the Construction Management Division of Public Works, and an additional eight positions (\$567,718) for coordination and direction of the City's capital construction efforts.

FY 99/00

- The Construction Management Division of Public Works budget provides for an increase of three positions for management of construction projects including city-wide water, sewer, stormwater, roadway improvements and streetscape projects. In addition, the Streets and Streetlights Division is provided a position for seawall and bridge management. The General Fund will be reimbursed for these costs from the affected capital project.

PARKING

Mission

The mission of the Parking Department is to professionally and efficiently manage Miami Beach's limited parking supply while maintaining a strong customer service orientation in order to better serve the City's diverse residential, business and tourist communities.

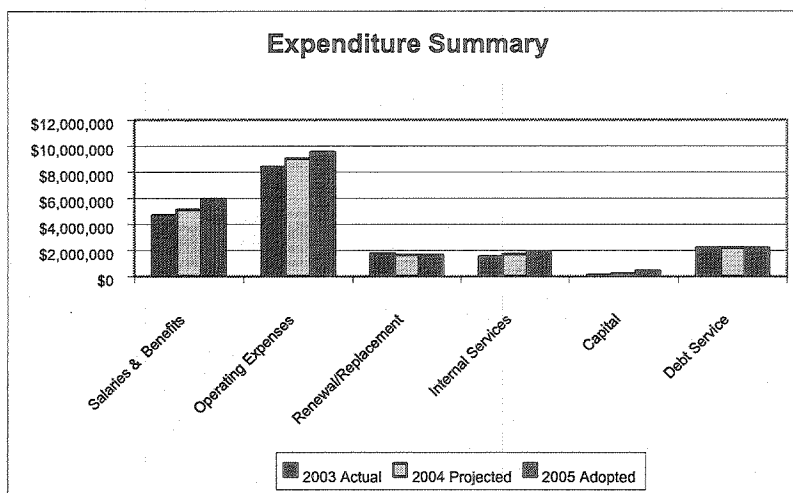
Departmental Goals

- To provide safe, clean and affordable parking.
- To provide specialized park-and-ride services for events.
- To develop new parking programs in this rapidly growing urban environment.
- To be responsive to its constituents and quality of life issues, all while maintaining a delicate balance and a proactive approach to the challenges of parking in the City.
- To provide services via the Internet

Departmental Financial Summary

PARKING REVENUES	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Meters	\$ 9,839,687	\$ 10,458,897	\$ 9,875,048	\$ 10,724,488	\$ 10,656,626
Parking Citations	2,932,229	2,839,967	3,000,000	3,411,426	3,217,495
Attended Parking	1,634,882	1,646,259	1,668,108	1,859,160	1,676,500
Residential Permits	763,150	719,958	625,000	935,719	623,039
Preferred Lot	503,498	579,129	487,720	586,233	580,000
Garages	3,646,358	3,605,424	3,725,053	3,979,978	3,488,500
Meter-Space Rental	266,584	379,650	266,584	257,152	379,600
Valet	414,026	377,434	410,000	434,002	390,000
Towing Fees	123,828	206,506	120,000	161,594	150,000
Interest Earnings	441,743	247,414	340,000	270,000	300,000
7th St. Garage Mgmt. Fee	63,510	60,819	60,100	60,820	60,820
Other	74,712	(80,040)	137,888	50,539	44,110
Total	\$ 20,704,207	\$ 21,041,417	\$ 20,715,501	\$ 22,731,111	\$ 21,566,690

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 4,110,077	\$ 4,692,131	\$ 5,553,532	\$ 5,118,458	\$ 5,932,492
Operating Expenses	7,598,201	8,398,750	9,523,986	9,031,522	9,531,750
Renewal/Replacement	1,378,576	1,753,112	1,633,409	1,633,409	1,633,409
Internal Services	1,306,557	1,519,421	1,604,468	1,696,795	1,869,833
Capital	6,816,621	96,924	214,000	205,727	413,100
Debt Service	2,186,106	2,186,106	2,186,106	2,186,106	2,186,106
Total	\$ 23,396,138	\$ 18,646,444	\$ 20,715,501	\$ 19,872,017	\$ 21,566,690
Budgeted Positions	107	109	106		108 + 6 PT



Departmental Budget Highlights

- This budget will provide 6 part-time Parking Enforcement Specialists whose cost of \$115,813 will be offset by a decrease in overtime expenses of \$75,000 and an increase in citation revenues of \$117,495. There will be a net increase to revenues of \$76,682.
- Funding of \$77,121 is provided for 2 additional Tow Dispatchers who will also provide service to the Answer Center/Civical area as well as the Utility Billing After Hours Hotline to report water main breaks.
- The budget provides for a \$550,000 reimbursement to the General Fund to cover the services provided by the Transportation Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation. An additional \$1,050,000 is provided for Electrowave transportation.

ADMINISTRATION

Mission

The Administration Division's mission is to effectively manage the Department's finances, purchasing, payroll, human resources, organizational development, and office management. The Administration Division oversees customer service activities including the Residential and Business/Individual Parking Programs, meter rentals, and a customer service information window. This division sorts and deposits parking meter revenue and Electrowave revenue. This division also markets the programs offered by the Parking Department.

Major Accomplishments

- Implemented the use of vending machines for the sale and recharging of Transportation and Parking cards. Payment can be made by the customer using credit cards or cash
- Administered a marketing program to increase the sale of Transportation and Parking cards. The use of these cards has made parking at meters and use of the Electrowave more convenient to patrons who now do not have to carry change for these uses.
- Successfully administered the mail-in permit-renewal program affording our clients sufficient time to respond and receive their new permit prior to the expiration date of the old permit.
- Implemented a department-wide professional development program. We have improved communication amongst all persons in the department, recognized and rewarded superior performance, improved morale, and provided enhanced training opportunities.
- Successfully administered a marketing program to increase the sale of the Miami Beach Parking Card. These cards can be used at parking meters, garages, and on the Electrowave.

Goals and Objectives

- Sell 27,000 parking permits to residents per annum, 28,000 debit cards, and 36,200 monthly permits to businesses and individuals
- Sort and deposit parking meter revenue and retrieve data at the rate of 520,000 meters per annum.

- Provide employees with training (technical, educational, etc.) in order to enhance their skills and knowledge.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Residential Permits Sold	27,011	24,377	24,000	24,000
Debit Cards Sold	28,161	31,278	31,000	34,000
Monthly Permits Sold	36,199	42,392	42,000	42,000
Number of Metered Spaces from which Revenue was Sorted and Deposited	8,300	8,300	8,300	8,300

Division Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 788,230	\$ 893,185	\$ 1,162,638	\$ 978,289	\$ 1,143,456
Operating Expenses	2,499,044	3,010,328	3,115,847	2,825,551	3,123,638
Renewal/Replacement	0	0	0	0	0
Internal Services	333,598	439,664	394,319	415,371	472,910
Capital	6,664,451	4,466	17,000	2,293	72,000
Debt Service	2,186,106	2,186,106	2,186,106	2,186,106	2,186,106
Total	\$ 12,471,429	\$ 6,533,749	\$ 6,875,910	\$ 6,407,610	\$ 6,998,110
Budgeted Positions	19	20	20		20

On-Street Parking

Mission

Continue encouraging long-term parkers to utilize the city's off-street facilities, maintaining the on-street spaces for short-term parkers. This is being achieved by utilizing appropriate rate structures, time limits, trailblazing signs, and consistent enforcement.

Major Accomplishments

- Initiated a Bicycle patrol program to increase Parking Enforcement's effectiveness and productivity. We currently have 16 Officers certified for bicycle patrol.
- Developed a quarterly rotation of zones for the meter technicians to improve productivity. This will also increase security levels.
- Modified Parking Enforcement's schedule from three (3) shifts to five (5) in order to increase effectiveness during peak hours.
- Completely automated several processes in the parking enforcement department to improve service levels.
- Performance based budgeting for Enforcement guided by the Budget Advisory Committee established a goal of five hours of patrol time by Enforcement personnel. This goal has not been consistently met this year due to personnel shortfalls, increased training hours, and other miscellaneous duties not outlined previously.
- Worked in concert with the Parking Violations Bureau to obtain the services of a collection bureau to increase the successful collection of citation revenue.
- Installed 80% of an inventory of 3,000 new parking meters with expanded coin cans. This will improve revenue in high profile areas while decreasing the collection intervals due to its added capacity.
- Incorporated Cavaliers to patrol large enforcement zones. This improved our response time to complaints and made it safer for our Officers to travel during rain. Our overall strategy is to have a well balanced mix of vehicles, Go4's, and bicycles to patrol all areas of the City with added effectiveness.
- Purchased 250 master meters to enhance revenue and service levels.

- Redesigned patrol zones to improve responsiveness. The new have a better mix of residential, metered, and commercial parking.

Goals and Objectives

- Maximize on-street parking inventory by efficiently regulating commercial/passenger-loading zones (HNTB recommendations).
- Continue citywide regulatory sign program in order to facilitate enforcement of state, county, and municipal parking regulations.
- Establish a citywide way-finding sign program guiding the public to various parking areas.
- Maintain performance-based budget to 5.5 hours productivity. *
- Develop an internal audit system to be more proactive in process improvements.
- Create a comprehensive meter preventative maintenance program to reduce meter down time. It will also ensure the protection of the City's investment in an electronic key system for added security.
- Increase safety levels by incorporating current GPS technology with our Nextel phones.
- Develop a pipeline of potential managers and supervisors to promote internal candidates for our management positions.
- Complete the installation of 250 master meters recently approved by the City commission. The anticipated completion date for this first phase is 05/05.
- Review and modify our departmental numbering system. This will take into consideration both on and off street departments to maximize cohesiveness and practicality.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Hours of Productivity	5.2	5.5	5.0	5.5

Division Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 2,391,278	\$ 3,166,549	\$ 3,632,646	\$ 3,345,884	\$ 3,938,751
Operating Expenses	1,048,113	1,570,274	1,967,456	1,886,920	1,848,139
Renewal/Replacement	689,288	876,556	814,496	814,496	814,496
Internal Services	500,496	497,880	641,755	600,738	674,256
Capital	60,271	60,708	172,000	146,314	319,100
Debt Service	0	0	0	0	0
Total	\$ 4,689,446	\$ 6,171,967	\$ 7,228,353	\$ 6,794,352	\$ 7,594,742
Budgeted Positions	73.5	74.5	71.5		73.5 + 6 PT

Off-Street Parking

Mission

Provide affordable, safe, clean, well maintained garages/lots for parking of business/employees, residents, conventions, as well as providing parking opportunities for tourists, local beach goers, clubs and restaurants.

Major Accomplishments

- Rehabilitation of the 13th Street Garage to include elevators, structural repairs, painting, lighting and revenue control equipment.
- Completed refurbishment of 27th Street Lot and Phase I of 72nd Street Lot.
- Provided information to inbound parking patrons via our electronic variable message signs placed on various roadways to direct patrons to available off-street parking locations.
- Established a real time communication system via City of Miami Beach radios between all attended locations as locations become full in order to move traffic to available parking.
- Provided all off-street attended locations with printed parking location maps to provide patrons seeking available parking.
- Established the new Off-Street Maintenance Team to provide a better product for the parking public.
- Provided electronically city-wide information to inform all departments of potential parking challenges.
- Provided seminars to improve skills, efficiency and productivity to all Off-Street employees.
- Participated and attended Neighborhood Associations and Mayor on the Move meetings to share information and when possible provided solutions and accommodations.
- Provided the parking public with the availability of using debit and credit cards in all Off-Street facilities with revenue control equipment.

Goals and Objectives

- Continue to expand the data derived from revenue/access equipment to insure appropriate staffing levels at all attended off-street locations.
- Continuation of the surface lot refurbishment program. (46th St. & Collins, 17th St. & Lennox, 71st St. & Byron Ave., 5A Lots – East & West – Canopy & Parking Booth Painting)
- Continue rehabilitation of 17th Street Garage – Structural Repairs and Restriping.
- Establish a new citywide off-street garage & lots signage program to ensure appropriate information regarding rates, hours of operation, etc.
- Continue to provide seminars to improve skills, efficiency and productivity to all Off-Street employees.
- Continue to provide electronically city-wide information to inform all departments of potential parking challenges.
- Enhance the Off-Street Maintenance program to include regularly scheduled pressure cleaning of garages and lots.
- Continue to participate/attend Neighborhood Associations and Mayor on the Move meetings to share information and when possible provide parking solutions and accommodations.
- Continue to search for ways to provide the public with greater options through new technology such as new pay& display applications, program changes/upgrades to city-wide revenue/access control.
- Provide the availability of purchasing parking services on-line.

Performance Measurements

- Completion of a standard/manual of maintenance requirements of all garages and lots based on industry standards. Creation of a database to track all maintenance performed. *

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
*See Above	N/A	1- Garage 1- Lot	1- Garage 4 Lots per month	1-Garage 4 Lots per month

Division Financial Summary

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 930,569	\$ 632,397	\$ 758,248	\$ 794,285	\$ 850,285
Operating Expenses	4,051,044	3,818,148	4,440,683	4,319,051	4,559,973
Renewal/Replacement	689,288	876,556	818,913	818,913	818,913
Internal Services	472,463	581,877	568,394	680,686	722,667
Capital	91,899	31,750	25,000	57,120	22,000
Debt Service	0	0	0	0	0
Total	\$ 6,235,263	\$ 5,940,728	\$ 6,611,238	\$ 6,670,055	\$ 6,973,838
Budgeted Positions	14.5	14.5	14.5		14.5

Departmental Budget History

FY 03/04

- This budget provides funding for projected merit, COLA and insurance increase for 106 positions throughout 3 divisions. In addition, the department funds an auditor position to perform year-long audits of the system. This position administratively reports to the Internal Audit Department.
- The budget provides for a reimbursement to the General Fund to cover the services provided by the Transportation and Concurrency Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation.
- This budget reflects a reduction of 2 vacant positions in the On-Street Division and the funding of a new Office Associate IV in the Administration Division who will supervise the customer service window. This will enable the Administrative Manager to devote time to the creation and implementation of a sales and marketing program for the department.

FY 02/03

- The budget provides for a reimbursement to the General Fund to cover the services provided by the Transportation and Concurrency Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation.
- This budget provides \$15,000 for renovation/new construction for second floor room and air conditioning unit on the first floor level at the 17th Street Garage.

FY 01/02

- Department set aside \$12,000 from FY 00/01 cost savings to explore enhancements to customer service that enable internet capacity for such things as permit renewal and payment of citations.
- Purchase Parking Card Replenishing Machines (3) from FY 00/01 cost savings to enable citizens to recycle cards and replenish their balances at various locations.
- Vacant Transportation Engineer position was reclassified to Construction Manager in FY 00/01 at a cost of \$15,016 to oversee on-going garage construction projects. This position administratively reports to the newly established Capital Improvement Program Office (CIP).
- Two vehicles to assign to the Operations Supervisors (\$29,028) were purchased with available FY 00/01 funds from savings.
- Department completed a reorganization which added 5 new positions.

FY 00/01

- This budget included funding for 15 new positions (\$761,834) projected to generate a net increase in revenues (\$62,125). These positions expedited meter repairs as well as increased patrols of residential parking areas.
- Increased attendant hours of operation at the 12th and 42nd Street garages at a cost of \$160,161 generating a net increase in revenues (\$2,556). Maintaining longer hours of operation improved customer service.
- Addition of Security Supervisor (\$50,522) to fortify internal controls and safeguard revenues collected.

FY 99/00

- Created auditor position to perform year-long audits of the Parking Department administratively reporting to Internal Audit and funded by the Parking Department.

FLEET MANAGEMENT

Mission Statement

"The Mission of the Fleet Management Division is to be a well managed, responsive and preferred provider of fleet services and to meet all fuel, mechanical repairs, towing and vehicle replacement needs, for the City of Miami Beach, in a functional and timely manner." To maintain a high level of Customer Service and Quality of Workmanship, while containing cost.

Mission

Fleet Management maintains and repairs the City's fleet of approximately 1,160 pieces of rolling stock, including vehicles for public safety (police and fire), motorcycles, sedans and light trucks, heavy equipment, watercraft and other rolling stock.

Identify, develop and implement specific criteria for standard and special-use vehicle specifications for the City.

Provide training in the operation of vehicles and special equipment to the end user. Ensure drivers are properly licensed to operate specific equipment and are in compliance with State laws.

Responsible for maintaining City Vehicles during its life cycle and schedules for replacement after meeting the criteria as designated by Fleet Management and City policy. Age, mileage repair history/cost and general condition are key factors when scheduling replacement of vehicles.

Provide fuel for City vehicles both gas and diesel as required.

Provide towing and wrecker services for City vehicles on a twenty-four (24) hour 365 days a year basis.

Respond to emergencies, call outs, 365/24/7 and operate facility 5 days per week from 7am - 5pm for General Fleet.

Verify, track, approve and process Fleet Management invoices for payment.

Order, track and maintain appropriate automotive parts stocking level.

Vision

Satisfied Customers, cost effective and the right equipment for the job.

Core Values

- Customer focused
- Work together
- Keep it simple
- Keep your word
- Accountability

Major Accomplishments

Manpower	Fleet Management reduced its staffing level by one employee through the redistribution and reclassification of employee's, matching task to the knowledge base, improved scheduling of work and mechanics working more efficiently to meet the departments goals and objectives. A cross training program has also been implemented to provide more depth within the department.
Downtime	Fleet purchased and installed a four wheel alignment system and trained four (4) employees to perform the task. Results expected are increased efficiency and performing more alignments which should reduce premature tire wear. Two (2) new scissor lifts were installed in Shop I and the two existing drive on type were relocated to Shop II to expedite maintenance work.
Lease Vehicles	Fleet Management leases 15 motorcycles (15 plus 3 spares) for the Police Department. This is a reduction of one (1) motorcycle.
Out Sourcing	Fleet Management negotiated with a local vendor as a result of a bid to provide an additional fueling point for the city's vehicles while utilizing the existing fuel management system which will track consumption.
New Resource	<p>Ford Motor Company provided an on-line reference system, (Oasis) which provides Recall Notices, Repair History, Warranty Information and Technical Bulletins. Automotive parts suppliers provided an online system allowing us to access their inventory and generate orders online.</p> <p>Negotiated with a local Ford dealership to provide a limited amount of warranty and recall service to be completed on-site by City personnel, eliminating the need to transport hundreds of vehicles to the dealer.</p>
Fleet Services	Purchased new Service Truck that services vehicles at the work location. Vehicle has the ability to dispense/recover lubrication and tire repair. Purchased Hydraulic Hose and Connector Crimping machine to reduce downtime and cost.

Goals & Objectives

- Promote Customer Service and Safety as our top priority job.
- Hold Operation and Maintenance expense at current levels. Seek ways to absorb rising cost for fuel, tires and parts.
- Continue expanding the number of alternate sources of fueling City vehicles. Continue to partner with the private sector, which will expand the number of locations within the City.
 1. Eliminate excessive travel time to obtain fuel.
- Continue implementation of our citywide program that monitors vehicles and equipment repairs, including scheduling preventive maintenance (PM) on a consistent basis.
 1. Reduce the need for premature replacement or repair. The fleet consists of approximately 1,160 pieces of rolling stock. It is anticipated that all equipment will receive preventive maintenance a minimum of three (3) times a year.
- Promote outside training opportunities for employees.
 1. Encourage employees to improve current skill levels and achieve advanced certifications.
- Provide more general training classes for employees.
 1. To enhance skills in the area of computer diagnostics, troubleshooting, problem resolution, Safety (OSHA), environmental standards and customer service.
- Reduce repair and operations cost while maintaining downtime hours to the end user.
 1. Increase productivity; improve scheduling and perform preventive maintenance on a consistent basis. Maintain maintenance cost of "Repairs" while maintaining "Downtime Hours" over previous year's objectives.
- Review and update all divisional job specifications for new hires.
 1. The skills necessary to perform job task should be properly identified in the job descriptions, matched to the task and be in the appropriate job classification.
- Continue to implement a 'Quality Improvement Program' and increase employee participation in benchmarking with other municipalities having a fleet of the same size and portions of the private sector.
 1. Increase productivity through process improvement.

- Improve administrative reporting of operation and maintenance cost, and other fiscal requirements to operate our facility.
 1. To have accurate information available in a timely manner in order for the administration to make a sound business decisions.
- Develop and implement a plan to bring the City's fleet into compliance with vehicle standards per the City policy and Department of Transportation.
 1. Meet or exceed all standards to ensure all vehicles/equipment is safe to operate and is in compliance with OSHA and DOT standards.
- Increase Employee Safety awareness.
 1. Reduce the number of on the job injuries through education and meetings.
- Focus on special and heavy equipment preventative maintenance and operation.
 1. To ensure equipment is routinely maintained and being operated in a safe manner.
- Empower employees to make decisions, take responsibility and be held accountable.
 1. To have employees take ownership of their work product.
- Continue the process of eliminating obsolete material from the warehouse.
 1. Make the inventory purposeful as it relates to today's fleet.
- Streamline Invoice Processing, tracking and reporting within the Fleet Department.
 1. Continue streamlining process to facilitate expenditure tracking and forecasting.
- Update Fleet Management Policies and Procedures.
- Continue to seek new opportunities by streamlining processes, reducing costs of operating and maintaining the City Fleet Management Department through evaluating comparisons between Outsourcing and In-House Services".
 1. Below is a partial listing of job tasks, which are **Outsourced:**
 - Brake Drum - Turning for Large Trucks
 - Engine Rebuilding
 - Glass Replacement
 - Graphics Design & Installation
 - Key Making (Partial)
 - Marine Repairs (Boats and Motors)
 - Motorcycles/Jetski/ATV Repairs

- Paint and Body Repair
- Radiator Repair
- Rebuilding A/C Compressors or Alternators
- Seat Cover and Headliner Repair
- Specialty Coating Treatment (bed liners/undercoating)
- Speedometer Calibration
- Towing – Heavy Equipment (5-ton+) and after hours
- Transmission Rebuilding
- Welding (Heavy)
- Window Tinting

- Returned to In-House “Wheel Alignments”
 1. Vendor was not responsive to our needs. Trained mechanics internally using manufacture representative. Process will reduce vehicle downtime and improve tire wear. Equipment purchased is a capital budgeted item.
- Returned to In-House “Manufacture Warranty Repairs”
 1. October 2004 Fleet Management was approved to process warranty repairs, once the mechanics/staff are trained in the policy and administrative procedures.

Performance Measurements

- Three key Fleet Management Performance Measurements and Objectives:
 1. Total number of Preventative Maintenance jobs performed, compared to previous FY.
 2. Total Maintenance Repair Costs, compared to previous FY.
 3. Total Vehicle/Equipment Downtime Hours, compared to previous FY.

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Average Rolling Stock (Vehicle/Equip)	1,142	1,160	1,160	1,160
Preventive Maintenance Jobs	2,361	2,642	2,868	2,876
Maintenance Repair Costs	\$1,378,795	\$1,437,128	\$1,450,000	\$1,600,000
Vehicle/Equipment Downtime Hrs.	86,146	97,351	98,500	99,000
Distinct Equipment PM's & Repairs	1,084	1,257	1,092	1,100
Total Work Orders Generated	9,736	7,435	7,360	8,000

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Purchase Order Requests	105	95	85	90
Vendor Invoices Processed	5,962	4,657	4,284	4,300
Visa Invoices Processed	0	50	200	500
Unleaded Fuel Consumed (Gal.)	642,000	676,893	680,000	690,000
Diesel Fuel Consumed (Gal.)	109,000	125,413	130,000	135,000

Financial Summary

<u>Revenue Area</u>	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Budget</u>	<u>2004 Projected</u>	<u>2005 Adopted</u>
Inter-Departmental Charges	\$ 5,676,689	\$ 4,899,837	\$ 4,840,444	\$ 5,229,724	\$ 5,166,317
Retained Earnings	569,098	4,007,756	72,500	(73,999)	77,500
Interest/Other	300,727	383,487	453,321	405,649	428,321
Total	\$ 6,546,514	\$ 9,291,080	\$ 5,366,265	\$ 5,561,374	\$ 5,672,138

<u>Expenditure Area</u>	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Budget</u>	<u>2004 Projected</u>	<u>2005 Adopted</u>
Salaries & Benefits	\$ 1,020,776	\$ 1,046,123	\$ 1,225,769	\$ 1,052,187	\$ 1,226,440
Operating Expenses	2,273,543	4,747,025	2,203,599	2,235,051	2,446,739
Renewal & Replacement	2,676,092	2,846,257	721,436	721,436	0
Internal Services	555,153	632,654	603,242	591,834	630,313
Capital	2,075,725	116,148	72,500	35,840	77,500
Debt Service	137,600	178,133	539,719	960,866	1,291,146
Total	\$ 8,738,889	\$ 9,566,340	\$ 5,366,265	\$ 5,597,214	\$ 5,672,138

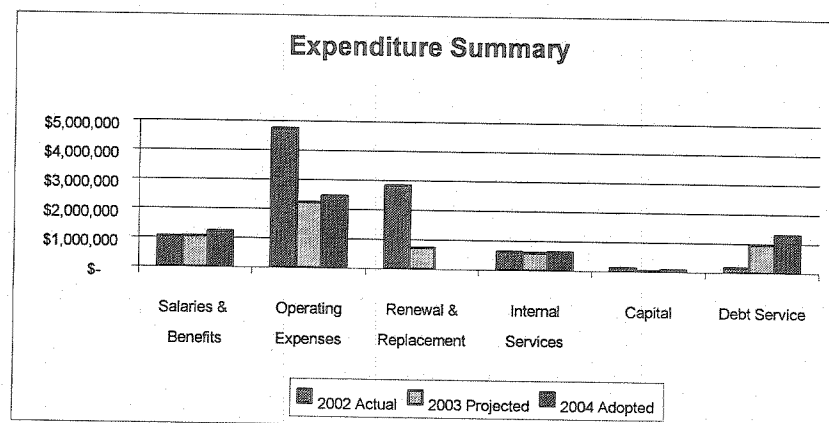
Budgeted Positions

28

28

25

24



Budget Highlights

- This budget provides funding in salaries & benefits of \$1,226,440 which includes COLA, Merit, Pension and Health/Life Insurance increases for 24 positions. Two (2) positions, Account Clerk I and Account Clerk II, have been eliminated and replaced by one Office Associate V position which will provide improved service relative to the City's vehicle replacement program. This operational realignment represents budgeted salary savings of \$29,576.
- Of the total \$2,446,739 in Operating Expenses, noted above, \$1,278,800 is for fuel which is an increase of \$225,000 (or 21%) over FY 03/04 in order to accommodate the recently increased price level.
- Renewal & Replacement funds are not included as part of this budget. However, \$1,291,146 is being provided for Debt Service of an equipment loan which is available to the City and provides a funding source for the replacement of City vehicles. It is anticipated that funding will be provided in the City's FY 04/05 Capital Budget for the replacement of city vehicles.
- Fleet Management will pay a management fee to the General Fund of \$105,800 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

Budget History

FY 03/04

- This budget includes \$72,500 in capital funds for diagnostic equipment, a hydraulic hose crimping machine, shop computers and an upgrade of the fuel monitoring system. In addition, it is anticipated that funding of \$4,030,515 will be provided in the City's Capital Budget for FY 03/04. These funds are designated for scheduled replacements of City vehicles.
- This budget provides funding in salaries & benefits of \$1,225,769 which includes COLA, Merit, and Health/Life Insurance increases for 25 positions. Two Mechanic II positions as well as a Municipal Service Worker II position have been eliminated representing reduced salaries and benefits of approximately \$120,000.
- Renewal & Replacement funds of \$721,436 are included for the future replacement of equipment acquired in prior periods. Additionally, \$539,719 is being provided for Debt Service of an equipment loan.
- Of the total \$2,203,599 in Operating Expenses noted as part of this budget includes a budget for fuel of \$1,053,800, repairs/ maintenance of \$687,000, police motorcycle leases of \$73,010, new tires of \$105,000, and other items such as electricity, water,

administrative fees to the General Fund, travel, training and all other operating expenses totaling \$284,789.

- A total of \$603,242 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Fleet Management with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; Central Services and Property Management services.

FY 02/03

- Funding of \$3,529,661 will be provided in the City's Capital Budget for FY 02/03. These funds are designated for scheduled replacements of City vehicles.
- This budget provides funding in salaries & benefits of \$1,139,776 which includes COLA, Merit, and Health/Life Insurance increases for 28 positions. However, it also includes the deferment of 4 currently vacant positions for an average of 6 months representing \$71,000 in reduced budgeted salaries.

FY 01/02

- Funding of \$3,695,997 is being provided in the City's Capital Budget request for FY 01/02, which is designated for scheduled replacements of City vehicles, site and fuel system upgrades. Of this total, an equipment loan will be used to fund \$3,080,997, and the remainder, or \$615,000, will be funded from Retained Earnings.
- Provided in this budget is capital of \$20,000 for office modifications and furniture, which is being funded from Retained Earnings. The remaining amount of \$116,112 noted above in Retained Earnings is being provided to fund a pilot lease program of 41 City vehicles, begun in 1999.
- Also provided in this budget, as noted above, is \$721,436 for Renewal & Replacement of equipment acquired in prior periods.
- Of the total \$3,126,680 in Operating Expenses noted as part of this budget, \$801,225 is being provided for Debt Service of the equipment loan noted above. Also part of this total in Operating Expenses, to accommodate an increased level of fuel consumption, related primarily to the Police "Take-Home" program, along with recent gas price increases, is a fuel budget of \$1,070,000, which is an increase of \$335,000 over FY 00/01. The remaining budget for Operating Expenses of \$1,255,455, is being provided for repairs/ maintenance (\$623,700), police motorcycle and other City vehicle leases (\$243,583), new tires (\$95,000) and other items such as electricity, water, administrative fees to the General Fund, travel, training and all other operating expenses totaling \$293,172.

- A total of \$546,550 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Fleet Management with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; Central Services and Property Management services.
- This budget provides funding in salaries & benefits of \$1,101,765 to support a staff, which includes a Director, a Fleet Analyst, an Office Associate V, two Account Clerks, two Municipal Service Workers, sixteen (16) Mechanics, a Fleet Supervisor, and four Fleet Service Representatives.

FY 00/01

- The Fleet Management fund has a balance of \$911,273 earmarked for facilities improvements and miscellaneous equipment. Financing of \$2,154,175 is being obtained through the Florida Municipal Loan Program for the replacement of city vehicles. Principal and interest payment of \$217,693 has been budgeted for the first year of the program. A \$100,000 management fee is to be paid to the General Fund. The fund will generate \$4,991,990 from user departments, \$280,000 in interest, and earn \$151,000 from other revenue sources to fund its operation.

FY 99/00

- The Fleet Management fund has a balance of \$1,946,225 earmarked for fleet replacement of vehicles and miscellaneous equipment. It also includes \$2,150,904 in renewal and replacement funds for major replacement items, and \$100,000 management fee paid to the General Fund. The fund will generate \$5,038,070 from user departments, \$160,000 in interest, and earn \$50,000 from other revenue sources to fund its operation.
- The Fleet Management budget includes an increase in the classification of two mechanic positions. These will act as Shop Foremen and report to the Operations Supervisor.

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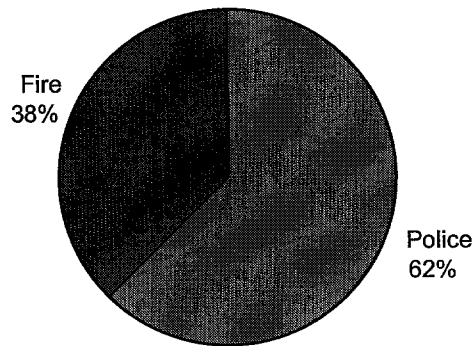
PUBLIC SAFETY

Scope

This function is comprised of the following Departments and Divisions:

Public Safety	Adopted FY '03/04	Adopted FY '04/05	% of Function to Adptd. GF Budget 04/05	Over/ (Under)
Police	\$ 56,504,946	\$ 61,372,608	36.5%	\$ 4,867,662
Fire	33,746,998	36,350,494	21.6%	2,603,496
Total Public Safety	\$ 90,251,944	\$ 97,723,102	58.1%	\$ 7,471,158

Public Safety Positions



POLICE DEPARTMENT

Mission

We are a team of law enforcement professionals committed to setting the benchmark for quality police service by promoting strong community partnerships and upholding the highest ethical standards.

Vision

Through our continued growth, the Miami Beach Police Department will embrace the challenges in achieving organizational excellence.

Values

Professionalism, Honor, and Commitment

The Miami Beach Police Department, an internationally accredited law enforcement agency, is responsible for public safety, order maintenance and the protection of lives and property within the geographic limits of the City. The Department provides this protection for City residents, merchants, and visitors through the application and enforcement of Federal, State, County and Municipal laws.

The department is a full service law enforcement agency receiving direction from the Chief's Office and functions with five major divisions; Patrol, Field Support, Criminal Investigations, Support Services, and Technical Services .

Patrol is the most visible component of the Department. The Patrol Division operates from a community policing philosophy and district deployment. The City is divided into three Districts with a Captain assigned to each shift and Lieutenants assigned to each district on all shifts. The Field Support Division supports Patrol and consists of Operational Units, Tactical Units, and Support Units all dedicated to assisting officers on patrol.

The Police Department conducts operations from five facilities within the City; Main Headquarters, Marine Patrol, the North End Sub-station (NESS), Strategic Investigations Unit, and also the Historic City Hall.

Departmental Goal

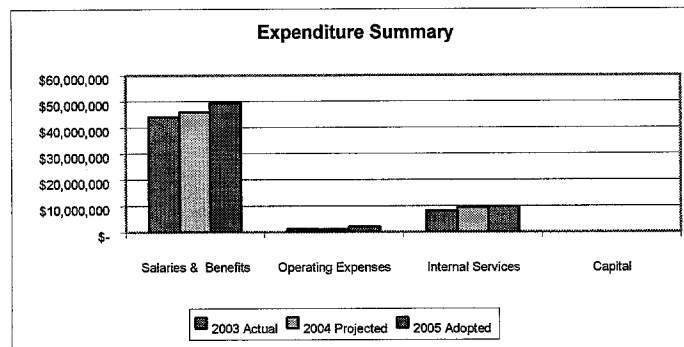
The Miami Beach Police Department will create the safest community of its kind by being CRIME FIGHTING PROFESSIONALS AND DELIVERING PERSONALIZED SERVICE TO EVERYONE 24/7.

To support and further the achievement of the Police Department's primary goal, the following priorities have been established:

- To create a safe environment within the city of Miami Beach for residents, merchants and visitors.
- To enforce all laws and ordinances accordingly, prevent crimes and apprehend offenders.
- To instill the concept of ethics and values within the Police Department and to continue to improve the image of the Police department within the community.
- To maintain the Department's State accreditation status with the State Commission of Accreditation for Law Enforcement. The Department has maintained its accreditation since October 12, 2001.
- To maintain the Department's National accreditation status with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The Department has maintained its accreditation since October 10, 2001.
- To maintain our developed partnerships with the community and better serve their needs through feedback and evaluation.
- To assist employees in their professional growth by providing necessary training and career development opportunities for both sworn and non-sworn personnel.
- To continue working with all City Departments to enhance services for our citizens.
- To enhance a City-wide homeless strategy which will benefit the recipients and serve as a model for other communities.
- To continue implementation of the mobile computer laptop program. There are one hundred, twenty-five (125) mobile laptop computers operating to date.
- To address the Quality of Life issues impacting our residents.

Departmental Financial Summary

(General Fund)	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Revenue Area					
Traffic Fines	\$ 628,005	\$ 540,711	\$ 650,000	\$ 746,250	\$ 710,000
Off Duty Admin Fee	274,365	393,604	395,000	445,889	400,000
Towing	90,540	117,995	112,500	115,350	121,000
False Alarm Fines	25,000	41,225	40,000	20,267	20,000
False Alarm Permit	11,420	650	5,000	1,405	500
Traffic-tickets-surcharge	0	0	45,000	0	45,000
Cost Recovery	0	0	38,000	0	38,000
Restitution	0	0	0	2,243	2,983
Witness Fees	0	0	0	2,695	3,899
LOGT-School Guards	46,378	34,466	50,000	41,486	40,000
Parking-School Guards	44,171	54,311	55,000	53,570	55,000
Total	\$ 1,119,879	\$ 1,182,962	\$ 1,390,500	\$ 1,429,155	\$ 1,436,382
	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Expenditure Area					
Salaries & Benefits	\$ 38,683,257	\$ 44,123,490	\$ 45,450,109	\$ 45,958,543	\$ 49,627,721
Operating Expenses	1,092,463	1,086,578	1,250,580	1,017,445	1,932,351
Internal Services	8,954,026	8,195,970	9,798,957	9,443,615	9,805,536
Capital	3,449	5,670	5,300	30,089	7,000
Total	\$ 48,733,195	\$ 53,411,708	\$ 56,504,946	\$ 56,449,692	\$ 61,372,608
Budgeted Positions					
Sworn	381 + 0 PT	366 + 0 PT	366 + 0 PT		366 + 0 PT
Civilian	153 + 14 PT	153 + 14 PT	145 + 14 PT		149 + 14 PT
Total General Fund	534 + 14 PT	519 + 14 PT	511 + 14 PT		515 + 14 PT
RDA funds - Sworn	0	0	16		18.00
LETf (Confiscation) - Sworn	0	0	0		1.00
RDA funds - Civilians	0	0	0		2.50
LETf (Confiscation) - Civilian	0	1	0		0.50
Grant Funds - Civilian	1	1	1		1.00
Total All Funds	535 + 14 PT	521 + 14 PT	528 + 14 PT		538 + 14 PT



OFFICE OF THE CHIEF

Mission

“We are a team of law enforcement professionals committed to setting the **benchmark** for quality police service by promoting strong community partnerships and upholding the highest ethical standards.”

The Office of the Chief of Police is responsible for the fulfillment of the Mission of the Police Department through leadership, direction, and the establishment of policies, procedures, rules and regulations. Additionally:

- The Chief’s Office administers, supports and coordinates the activities of the Chief of Police and the Assistant Chiefs of Police.
- The Public Information Office coordinates the Department's media activities.
- The Financial Management Unit develops, implements and administers the Department's annual budget and is responsible for all accounting, budgeting and procurement activities.
- The Police Athletic League (P.A.L.), manages a wide range of youth programs for the Department and the City of Miami Beach.
- The Fraternal Order of Police (F.O.P.) president coordinates union business and negotiations.
- The Internal Affairs Unit investigates serious allegations of misconduct and maintains records of all discipline throughout the Department.
- The Planning and Research Unit is responsible for annual reports, strategic plans and statistical information for effective agency management.

Major Accomplishments

- Administration
 1. Attendance at both the IACP Legislative Committee meeting in Washington D.C. and the IACP National Convention in Philadelphia.

2. Provide funding for local organizations to further their community improvement projects. Those organizations include: the Miami Beach Education Foundation, Police Athletic League, South Point Read-a-loud Crowd, South Beach Chamber of Commerce, Victim Services Center. The department also sponsored fund raising events such as the Annual Police and Fire Fishing Festival to benefit the Project to Cure Paralysis.
 3. Launched various programs to encourage continued education, bringing FIU and Lynn University to the station and offering educational opportunities for undergraduate as well as graduate classes.
 4. Hosted several Motivational, Strategic Planning and Team Building training sessions for Command Staff members.
 5. Hosted Leadership in Policing and Government Seminar.
 6. Two Officers received LEO Foundation Awards
 7. Hosted the IACP Chaplains Conference
 8. Established a Hate Crimes Hotline.
 9. The Chief's Office personnel volunteered in the Corporate Run, The Torch Run, American Heart Walk, Domestic Violence Walk, PAL Charity Boxing Event, Veteran's Day Walk, PAL Charity Golf Tournament, PAL Turkey Give-Away, PAL Bike Give-Away, and the MBPD Christmas Toy Give-Away.
 10. Chiefs Office Personnel participated in the Art Deco Parade, Dedication of the Retirees Wall of Honor, the EsSkate Event, FCAT Pep Rally, Read to Kids Program at North Beach Elementary, Orange Ribbon Day-Elderly Watch, and the Citizens Stand Against Crime.
- Internal Affairs
 1. Maintained, updated and revised the current Internal Affairs Management tracking system to obtain additional statistical data for management review.
 2. International Association of Chiefs of Police conducted an audit Internal Affairs procedures and make recommendations.
 - Police Athletic League
 1. The PAL awarded, hosted and or participated in the following activities:
 - Temple Beth Sholom's "Mitzvah Day"
 - Planted a garden of "Hope and Flowers" at a homeless shelter
 - Hip Hop Dace Club

- Cheerleading Club
 - Martial Arts Classes
 - Teen Sports and Fitness Clubs
 - High School Fitness Program
 - High School Baseball Tournament
 - Basketball Program
 - Mommy and Me Classes with Miami Beach Recreation Department
 - PAL Playtime for Toddlers
 - Awarded PALYEP Grant through National PAL
 - Awarded LEO Block Grant for Back to School Fair
 - Awarded a Technology Grant through Miami-Dade Schools
 - Boat Show Fundraiser
 - Golf Tournament Fund Raiser
 - Boxing – Rescuers in the Ring Fund Raiser
 - Thanksgiving Basket Giveaway
 - After School Tutorial Program
 - SAT Tutorial Class
 - Sponsor the Police Explorers
 - Sponsor Brownie Troop
 - Sponsor Boy Scout Troop 65
-
- Public Information Office
 1. Implemented policies to centralize information releases to the media.
 2. Focused more attention on Miami Beach, circulated media outlets, i.e. Sunpost and Miami Herald Neighbors.
 3. Continued focus on Public Relations and ‘selling’ the Department to local citizens and other Law Enforcement Agencies.
 4. Continued maintaining a professional, working relationship with the news media.
 5. Evaluated and updated the department’s web site.
 6. Used the web site to open lines of communication with our citizens, the Media and other Law Enforcement Agencies.
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- Financial Management Unit
 1. Redesigned and maintain the Account Information Management and Document Tracking System.
 2. Created departmental policies for streamlining and paper reduction.

3. Implemented an automated, periodical financial reporting system to keep management informed of spending trends and over-expenditures in an effort to maximize public, grant and other special funding sources.
4. Initiated an audit of the Unit in an effort to improve the department's financial and inventory accountability, overall efficiency, customer service, career development and team accomplishments.
5. Evaluated existing overtime reporting and tracking system and initiated an all new and improved overtime accountability system.
6. Implemented the final stages of the new filing system.

Goals and Objectives

Coordinate the functions of the five Divisions and the Chief's Office.

- Chief's Office
 1. Coordinate and direct the activities of all employees, emphasizing quality customer service, ethical conduct and public safety.
 2. Review all departmental policies and procedures, adjusting and improving as necessary.
 3. Emphasize the enforcement of "Quality of Life" issues with a strong focus on Community Policing by promoting creative, innovative problem-solving solutions.
 4. Work within the Community to foster greater understanding, eliminate fear, promote harmony and reduce crime.
 5. Coordinate law enforcement activities with Federal, State and local law enforcement agencies.
 6. Review and implement the ideas of the International Chiefs of Police Audit for the Internal Affairs Unit.
 7. Maintain all discipline throughout the Department, including any discipline generated from the Take Home Car Committee and Accident Review Board.
 8. Provide additional information to management to refine the Stress Warning System and identify potential problems earlier.
 9. Complete the Customer Service Program for the year, providing information on input from our client base.

10. Continue initiatives to increase the department's financial accountability and the conservation of public funds.
- Patrol Division
 1. Continue to promote and foster the Community Policing Philosophy and its Police and Community partnership and problem solving concept.
 2. Coordinate the operation of the three Districts; South, Middle and North.
 3. Continue the promotion of superior customer service, quality of service, and improvement of quality of life within Miami Beach.
 - Support Services Division
 1. Continue our emphasis on hiring, both sworn and non-sworn personnel.
 2. Improve both the quantity while maintaining a high-quality of internal services.
 3. Review current processes within the Training Unit for effectiveness and fairness and implement new policies as needed.
 4. Continue to prioritize accountability for all Off-Duty assignments and functions.
 5. Implement recommendations for improvements and repairs to the Police Station building.
 - Criminal Investigations Division
 1. Enhance services to crime victims through follow-up investigations and services.
 2. Continue pro-active policing to deter crime against persons and property.
 3. Enhance and prioritize our efforts regarding youth crimes, domestic violence, liquor laws, and street narcotics.
 4. Provide follow-up investigations to a wide range of criminal offenses.
 - Technical Services
 1. Utilization of the newly installed CAD/RMS to its fullest potential.
 2. Continue prioritizing procurement of technology through all available funding sources.

3. Monitor accreditation policies and the enforcement of its standards throughout the Department.
- Field Support Division
 1. Provide support to the Patrol Division for Special Operations with Units trained for specific operations i.e. Marine Patrol, Accident Investigations, Traffic Motor Squad, etc.
 2. Provide Tactical Support with the SWAT Team, Hostage Negotiations Team, Field Force Teams, Crime Suppression Team, and Terrorism/Emergency Management functions.
 3. Utilize RDA funding for patrolling the City Center and South Pointe areas.

Performance Measurements

OFFICE OF THE CHIEF

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
INTERNAL AFFAIRS				
Internal Affairs Cases (IA and GI)	55	60	48	40
Shift Level Investigations	32	33	30	25

MEDIA RELATIONS OFFICE

Press releases issued	34	40	45	55
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POLICE ATHLETIC LEAGUE

PAL Summer Sports Camp Participants	525	425	425	350
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FINANCIAL MANAGEMENT UNIT

Direct Payment	608	730	710	738
Purchase Orders	43	151	180	194
Standing Order	281	295	280	300
Small Purchase Orders (SPO)	258	361	410	205
Travel packages, Second Dollar Funds	228	219	205	213
Travel packages, LETF	431	586	530	551
Travel packages, Other	17	13	11	11
Invoices paid/processed	2309	2540	2540	2642
Accounts receivables, including internal charges	9	32	58	60
Internal orders	63	50	45	43
Printing orders, not including business cards	98	95	98	107
Miscellaneous Cash Receipts	180	72	128	134
Budget transfers	30	18	15	20
Revenue accounts, managed/monitored	14	14	14	14

Trust accounts, managed/monitored	3	2	2	2
General fund accounts, managed	5	5	5	5
Grant accounts, managed/monitored	12	15	16	17
Special accounts, managed/monitored	7	7	7	8
VISA transactions (Decreased SPO activities)	0	0	212	356

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Expenditure Area					
Salaries & Benefits	\$ 2,299,626	\$ 2,219,139	\$ 2,274,853	\$ 2,261,096	\$ 2,368,664
Operating Expenses	36,957	28,773	34,210	27,470	94,367
Internal Services	431,708	390,987	595,108	410,651	563,942
Capital	0	0	0	0	7,000
Total	\$ 2,768,291	\$ 2,638,899	\$ 2,904,171	\$ 2,699,217	\$ 3,033,973
Budgeted Positions					
Sworn	14	14	12		12
Civilian	7	7	7		8
Total General Fund	21	21	19		20

Budget Highlights

- This budget will fund a consultant study (\$50,000) to examine required staffing levels, scheduling, policies and guidelines in the Police Department.

PATROL

Mission

The Patrol Division is the largest and most visible component of the Police Department. The function of the Patrol Division is to provide a safe environment for City residents, businesses, and visitors through a philosophy that incorporates traditional and proactive police initiatives. The following steps are being used to achieve the Division's philosophy:

- Maintaining public order by:
 1. Responding to calls for service in a timely and professional manner.
 2. Patrolling areas of responsibility aimed at crime prevention, increased visibility, traffic enforcement, and Quality of Life issues.
 3. Developing partnerships with the community to identify and solve both short term and long term public safety issues.
 4. Providing enhanced patrol service through District, Field Support Assignments (ATV, Bicycle, Marine Patrol, Motors, CST, and AIU), and the Crime Prevention/Crime Watch offices.
 5. Providing specialized service such as the Special Weapons and Tactics team, the Crisis Response Team, Field Force, and Hostage Negotiators.
 6. Addressing 'Quality of Life' related issues through assignments which include the Homeless Outreach Team, Neighborhood Resource Officers, Shift Overlaps, and proactive details.
- Developing action plans and establishing guidelines to address special events, major planned events, critical incidents, hurricane threats/landfall, holiday details and terrorism.
- Providing ongoing proficiency through specialized training sessions (i.e. CALEA).
- Providing ongoing quality control by conducting:
 1. Staff inspections
 2. Semi-annual and annual evaluation conferences with employees

3. Shift level investigations
4. Roll call inspections
5. Commendations and disciplinary actions of employees, as necessary
6. Accreditation reviews, evaluation, and training
7. Customer service/Crime Prevention surveys
8. Comprehensive Field Training Program
9. Thorough reviews of officers identified in our Stress Awareness Program
10. Maintaining Comprehensive Employee Shift Books

Major Accomplishments

- Successfully completed the reaccreditation process and helped to maintain the Department's CALEA status.
- Developed and implemented successful response plans for various major/special events including the Memorial Day Weekend, New Year's Eve, FTAA, Spring Break, and a variety of other demonstrations.
- Reorganized the Division to enhance efficiency by adding a Division Chief in addition to the Major.
- Incorporated the HOT Team and the Holding Facility as part of the Crime Prevention Unit's responsibilities.
- Enhanced and expanded the Field Support Unit to include more specialized units and to provide service to the entire City.
- Created a First Platoon Crime Suppression Team to address a criminal activity through a proactive approach.
- Selected two Sergeants to develop two RDA Squads for the City Center and South Pointe areas.
- Modified the organizational structure to streamline the Patrol Captain's responsibilities strictly to that of a shift commander (City wide).

- Modified the organizational structure to create District commanders by assigning this specific responsibility to the Lieutenants on all three shifts.

Goals and Objectives

The primary goal of the Patrol Division is to provide a safe and pleasant environment for the residents, businesses and visitors of our community by:

1. Improving the quality of community services provided.
2. Addressing the City's complex traffic related issues through comprehensive, enforcement efforts.
3. Addressing quality of life issues by partnering the City's internal and external resources.
4. Improving officers' knowledge, skills and abilities by providing in-house and specialized training.
5. Continuing to provide an efficient response to crime activities and emergency situations.
6. Developing a progressive, innovative response to the City's high profile and endemic crime problems through comprehensive community policing.
7. Identifying, planning, and responding to any, and all, special events which impact on the City's public safety services.
8. Identifying and reducing youth crimes in the City through a combination of proactive enforcement and community outreach measures.
9. Continuing to provide training and direction to reinforce the City's customer service initiatives and ensure compliance for the Department's CALEA and State accreditation requirements.
10. Continuing to respond to terrorism related threats throughout the City through a comprehensive approach which include other local, state, and federal agencies.
11. Reducing the annual crime rate by successfully addressing Part 1 crimes through a variety of Department initiatives ranging from District assignments to proactive enforcement (i.e. CST).
12. Implementing progressive and innovative crime reduction/Quality of Life enforcement techniques in response to ongoing public safety issues (i.e. Shift Overlap Details).

Performance Measurements

	2002 <u>Actual</u>	2003 <u>Actual</u>	2004 <u>Projected</u>	2005 <u>Estimated</u>
CALLS FOR SERVICE				
Dispatched	115,531	99,070	100,000	112,823
Self Initiated	64,855	61,537	63,000	67,754
ARREST				
Felony	1,771	1,600	1,600	2,189
Misdemeanor	4,237	3,800	3,800	3,811
Traffic	1,055	800	800	1,035
DUI	489	560	560	471
CITATIONS				
Moving	22,692	14,670	17,000	20,273
Parking	10,839	8,439	9,000	10,025
Civil	199	143	150	n/a
Curfew	1,761	13	10	1,399
REPORTS & ADVISORIES				
Community Enhancement	191	251	300	276
FIC	4,983	3,712	3,900	4,782
Tows	3,146	2,930	3,000	2,659
Traffic Crash	4,659	5,045	5,000	5,550

Financial Summary

	2002 <u>Actual</u>	2003 <u>Actual</u>	2004 <u>Budget</u>	2004 <u>Projected</u>	2005 <u>Adopted</u>
Expenditure Area					
Salaries & Benefits	\$ 20,843,396	\$ 23,983,236	\$ 25,228,795	\$ 26,057,192	\$ 27,952,050
Operating Expenses	73,415	205,783	84,550	71,111	574,648
Internal Services	4,991,430	4,351,110	5,433,649	5,240,155	5,339,118
Capital	0	0	0	0	0
Total	\$ 25,908,241	\$ 28,540,129	\$ 30,746,994	\$ 31,368,458	\$ 33,865,816
Budgeted Positions					
Sworn	260 + 0 PT	253 + 0 PT	264 + 0 PT		266 + 0 PT
Civilian	20 + 14 PT	21 + 14 PT	14 + 14 PT		14 + 14 PT
Total General Fund	280 + 14 PT	274 + 14 PT	278 + 14 PT		280 + 14 PT
RDA funds - Sworn	0	0	16		18
LETF (Confiscation) - Sworn	0	0	0		1
Total All Funds	280 + 14 PT	274 + 14 PT	294 + 14 PT		299 + 14 PT

Budget Highlights

- Two additional Police Officer (including equipment) positions will be funded from the RDAs for our Detention facility. Also, an additional Lieutenant will be funded by the RDA to supervise the Community Policing element of the RDA.
- This budget includes a transfer of two Police Officers from the School Resource Unit to assume uniform patrol duties. Their duties as police liaisons to the schools will be assumed by two retired police officers who will be hired as temporary employees to provide a continued presence in the schools. South Pointe RDA funding will offset one out of the two resource officers.
- Costs for one additional Police Officer (including equipment) for the Terrorism Task Force will be funded completely by the LETF (Confiscation) Fund.
- Funding of \$125,000 will provide additional security personnel for completed CIP projects such as North Shore Park & Youth Center, Flamingo Park & Pool and at Normandy Park & Pool. Effective FY 05, all security functions previously housed in the Parking, Public Works, and the Parks & Recreation Departments have been consolidated in the Police Department. An additional civilian position is included in this budget to perform the administrative duties of this section.

SUPPORT SERVICES

Mission

The Support Services Division provides varied administrative services to the other Divisions within the Police Department and the City Government. The Division is comprised of two units: Personnel and Property & Evidence.

The Personnel Unit manages the human resource function of the Police Department. It is comprised of the Background, Payroll, Training, Off-Duty and Court Liaison Sections.

The Background Section is responsible for background investigations on Police Department applicants as well as selected other applicants for other departments, post-hiring tests, performance appraisals, hiring of all sworn and non-sworn employees and all aspects of the department's promotional processes.

The Payroll Section is responsible for the monitoring; critiquing, processing and auditing all data related to the monetary and leave earnings of each employee assigned to the Police Department. This section assures the Department's compliance in the areas of contractual obligations, city regulations and departmental guidelines. It also serves as a liaison between the personnel of the Police Department and other departments (i.e. Human Resources, Finance, Insurance and Risk Management).

The Court Liaison Section assures attendance by Police Department personnel at all judicial proceedings arising from the law enforcement efforts of the Department. This office represents the Police Department to the State Attorney's Office, Public Defender's Office, Judges, Clerk's Office and any other organization involved in the Criminal Justice System, as related to Court appearances and employee conduct. The Court Liaison Section is responsible for tracking all subpoenas using an automated system. This section provides notification of all assignments and schedule changes to the Metro-Dade computer system enabling appearances to be coordinated with each officer's on-duty schedule wherever possible. For appearances that are off-duty, this office approves the overtime and ensures that departmental guidelines are being adhered to. The Court Liaison section provides reports pertaining to failures to appear and sick "call-offs" for court.

The Training Section is responsible for the firearms qualification of all sworn personnel and the maintenance of the range and related specialized equipment. All departmental training is coordinated through this section. Training includes in-service instruction, Miami Beach Police Department hosted schools, schools conducted by other agencies, and the Police Academy

The Off-Duty Section coordinates, directs, plans, audits and supervises all off-duty police services. This Section is responsible for receiving, evaluating and screening all off duty jobs. This section also assures compliance with all procedures regarding off duty employment. Off-Duty is a member of NITE (Nightlife Industry Task Force) and has a close working relationship with the City's Tourism and Cultural Affairs Office.

The Property and Evidence Unit (P.E.U.) manages four (4) general areas of responsibility.

- PEU's primary responsibility is the reception, processing, storage and final disposition of police evidence such as drugs, guns, cash and jewelry. Additional items include property kept for safekeeping. The PEU is also responsible for securing bio-hazardous material pending analysis or destruction.
- PEU manages the Department's fleet which includes; pool vehicles, take home vehicles and motorcycles. All Terrain Vehicles (ATV's), trucks, bicycles, electric cars and trailers. They are the liaison between the Police Department and Fleet Management.
- PEU is responsible for the headquarters building, furniture, equipment and many various systems such as alarms, intercom, air conditioning, water, etc. A major component of this responsibility is the upkeep of a public building which is opened and functioning twenty-four hours daily, throughout the year. PEU is responsible for hurricane preparation for the station and storage of hurricane supplies. PEU is also responsible for inventorying all Police property and is a liaison with the City of Miami Beach Property and Maintenance Department.
- PEU is in charge of the Department's quartermaster function. This includes inventory and issuing uniforms and uniform accessories, shoes, boots, leather, riot helmets, guns, ASP's and badges.

Major Accomplishments

- The Training Unit organized the Franklin Covey management training for the command staff, lieutenants, sergeants and field training officers. Colonel Grossman was recruited to conduct a seminar titled, "The Bulletproof Mind." One hundred and fifty officers attended the lecture.
- The percentage of minority status officers increased to sixty-six percent (66%).
- Training was conducted to prepare for entire department for the Free Trade Area of the Americas (FTAA) conference.

Goals and Objectives

- Personnel Unit
 1. Actively recruit new applicants for police and civilian positions. Continue to maintain active lists, and conduct timely background investigations to fill vacancies.
 2. Track the department overtime to identify potential methods to decrease spending, and continue to audit the data for reporting accuracy. This will include keeping accurate accounts of personnel hours during major events to capture overtime expenses.
- Training Section
 1. Conduct the following training:
 - a) CALEA mandatory annual training.
 - b) Driver enhancement.
 - c) 40 hours of firearms, physical and officer survival skills.
 - d) Verbal judo.
 - e) Legal updates.
 - f) FDLE mandatory training.
 2. Continue to provide an assortment of motivational lectures.
- Off-Duty Unit
 1. Coordinate event planning with the Tourism and Cultural Affairs Office by attending monthly meeting to discuss the permitted special events
 2. Continue to work closely with the NITE advisory board to enhance communications between police and the industry.
 3. Develop an effective means of keeping officers apprised of pending off-duty jobs.
- Property and Evidence Unit
 1. Continue to improve Building Maintenance through coordinated efforts with the Property Maintenance Department.
 2. Improve the communication with the Fraternal Order of Police take home car committee and City of Miami Beach Fleet Management to ensure proper distribution and maintenance of police vehicles.

Performance Measurements

SUPPORT SERVICES

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
TRAINING UNIT				
Outside Schools	113	116	120	150
In-house Training	174	224	240	265
Executive Staff Training, hosted	1	2	3	8

OFF DUTY SECTION

Special Off-Duty	55	89	200	265
Major City events*	3	10	n/a	n/a
Movie and/or TV Series (Film)	5	18	31	37
Temporary Off-Duty jobs	969	1,089	998	1,048
Off-Duty Hours	0	0	113,817	105,850

BACKGROUNDS UNITS

Number of Background Investigations	320	171	250	400
Number of Police Officers pending hiring	220	112	250	148

PERSONNEL UNITS

Public Records Request	48	73	80	85
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PROPERTY & EVIDENCE UNIT

Impounded items	18,821	19,296	18,177	18,764
Impounded items released	14,739	20,697	13,996	16,477
Impounded items pending	18,063	22,946	19,191	20,066
Narcotics impounded, per case	3,207	3,161	4,003	3,457
Narcotics destroyed, per items	470	5,988	2,900	3,119
Narcotics pending disposition, per case	4,303	6,322	4,131	6,353
Towed vehicles received	4,646	4,528	4,548	4,574
Towed vehicles released	4,470	4,395	4,233	4,366
Towed vehicles pending release	318	373	418	369
Monies received	358,900	286,544	1,234,958	626,800
Monies released	276,438	318,141	355,269	316,616
Unclaimed evidence dollars	62,612	143,543	112,775	94,976
Unclaimed safekeeping & found dollars	3,012	779	12,132	5,307
Fleet size	406	410	410	420
Fleet maintenance	1,624	1,920	2,000	2,100

** Information not available*

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Expenditure Area					
Salaries & Benefits	\$ 3,000,378	\$ 3,217,874	\$ 3,001,851	\$ 3,426,721	\$ 3,377,784
Operating Expenses	466,418	355,671	499,328	392,698	574,468
Internal Services	1,655,189	1,589,064	1,609,164	1,660,865	1,645,344
Capital	2,450	5,670	5,300	1,353	0
Total	\$ 5,124,435	\$ 5,168,279	\$ 5,115,643	\$ 5,481,637	\$ 5,597,596
Budgeted Positions					
Sworn	16	13	14		14
Civilian	27	26	25		25
Total General Fund	43	39	39		39

Budget Highlights

- This budget provides for projected merit, COLA pension and insurance increases for 14 sworn and 25 civilian positions.
- The FY 04/05 Fleet Management Capital Replacement Fund will provide for the replacement of more than 60 police vehicles.

CRIMINAL INVESTIGATIONS

Mission

The Criminal Investigations Division (C.I.D.) functions as the investigative arm of the Police Department at the direction of the Chief of Police and Assistant Chief of Police. The Division is comprised of two Units, the Criminal Investigations Unit (C.I.U.) and the Strategic Investigations Unit (S.I.U.). Each Unit is responsible for specific investigative functions.

The Criminal Investigations Unit is divided into three Sections and each Section is responsible for specific types of investigations.

The first Section in C.I.U. is the Violent Crimes Section, Day Shift. This group of investigators is responsible for violent crime investigations including homicides, sexual batteries, arsons, kidnapping, aggravated batteries, child abuse and neglect. This Section also supervises the V.I.S.A. (Visual Identification Systems Analysis) and Crime Analysis Unit.

The second Section is the Violent Crimes Section, Afternoon Shift. This group of investigators is responsible for violent crime investigations including robberies, sexual batteries, aggravated batteries, arsons, and domestic violence.

The third Section is the Property Crimes Section and is responsible for the investigation of burglaries, economic crimes, cyber crimes, thefts, auto crimes, and tracking area pawn-shop transactions. The Crime Scene Squad is also attached to this Section, and is responsible for the processing of crime scenes and collection of evidence.

The Strategic Investigations Unit is responsible for the review and investigation of all narcotics, money laundering, prostitution, vice, and organized crime activity. It also conducts sensitive investigations at the direction of the Chief of Police, Assistant Chief of Police or the Criminal Investigations Division Commander. Additionally, the unit conducts intelligence gathering activities and works closely with other agencies regarding cases of mutual interest. The Unit actively networks, monitors or participates in local, state and federal terrorism task forces. The unit also has detectives detached to various multi-agency task forces in South Florida. The unit conducts pre-licensing screening of nightclub establishments in conjunction with the City's licensing department. The Strategic Investigations Unit investigates violations by local establishments of the Nuisance Abatement Ordinance. The Unit coordinates confiscations of properties and cash assets derived from the illegal sale of narcotics.

Major Accomplishments

- **Violent Crimes Section**

1. Investigated a high profile homicide case in which five people were shot, three fatally. The Sergeants and Detectives involved did an excellent job during the investigation, and within hours after he fled to the City of Sunrise in Broward County, the subject was in custody. The subject gave a full confession and led Detectives to the murder weapon.
2. The Domestic Violence Unit revamped the MBPD Domestic Violence Pamphlet to include a section on victim's rights. They also initiated a domestic violence support group which meets on Saturday mornings. During Victims Rights Week in April, the Domestic Violence Unit passed out over one thousand "911 cell phones" to the elderly. During a rash of sexual batteries during Spring Break, the Unit went to nightclubs late at night and handed out pamphlets giving crime prevention tips on how to avoid sexual batteries.
3. The Robbery Squad initiated several robbery task forces during the past year, primarily in the South District of the city. Action plans were drawn up, crime statistics were studied and detectives were used to flood the areas of concern. The results were dozens of arrests for all types of crimes.
4. The Violent Crimes Squad initiated a sexual battery matrix system due to a rash of sexual batteries during Spring Break and a series of crimes in Miami involving a serial rapist. The matrix contains date, location, age of victim, whether it was club related or not and if there was rape kit evidence. This matrix is updated with every sexual battery that is investigated. The Unit also developed a new policy to ensure that all rape kits get to the Miami-Dade Crime Lab in a timely fashion.

- **Property Crimes Section**

1. The Property Crimes Squad conducted an investigation that initially started with an arrest of a subject for possessing a stolen lap top computer. After the investigation was completed, the same subject confessed to six burglaries.
2. The Auto Crimes Squad arrested two subjects who had strong armed a victim of his two mopeds. Pursuant to the investigation, it was determined that the subjects were part of a larger organized theft ring which shipped stolen items to Haiti via freighter.
3. The Auto Crimes Squad created a system of checks and balances to identify vehicles that had been reported stolen but in actuality, the victim forgot where they parked their vehicle. As a result of this new system, the auto theft rate was

lower than the previous year, and was a more accurate depiction of the crime rate.

4. The Economic Crimes Unit arrested a subject who had committed the crime of identity theft for the purpose of fraudulently securing a \$210,000 loan and for negotiating the sale of the victim's three residential properties.
5. The Crime Scene Unit instituted a computerized system of the crime scene and latent examiner's log. As a result, the detectives are able to access crime scene information and latent information on a real time basis.
6. The Economic Crimes Squad continued hosting a monthly Pawn-Shop investigators' meeting for the Tri-County area. This ground-breaking concept was the first meeting of its kind in South Florida.

- **Juvenile Section**

1. Continued the State mandated Sexual Predator and Offender updates, address verifications and Community notifications, including updating citizens at community meetings and citizen police academies.
2. Created a variety of methods to improve information flow and cooperation between Patrol and CIU, to include the "39" Bulletin – a format to highlight cooperative efforts by Patrol and CIU and a bulletin board outside of the Patrol Roll-Call Room containing information on recent crime trends and officer safety information.
3. Developed and implemented FCAT preparation training and Pep Rally to reward students and faculty with prizes for their hard work in preparing for the statewide exams.
4. Organized and scheduled the "Take Your Children to Work Day" Program for all Police Department employees and initiated and coordinated resources within the city to acquire the DARE car and continue the DARE program, which was recognized by the City of Miami Beach's Chamber of Commerce.

- **SIU**

1. 929 arrest including, 365 narcotics, 382 prostitution/vice, 66 sale of alcoholic beverage to underage persons, including 21 night club personnel.
2. Responded/investigated 253 narcotics/vice complaints from residents.

3. Seizures and confiscations: 851 grams of crystal methamphetamine, 6 Gallons of GHB; 223 tablets of MDMA (ECSTACY); 517 crack cocaine rocks; 976 grams cocaine powder, 5171 grams of marijuana; \$237,663 in U.S. currency
4. Underage Drinking Grant: This grant was renewed for 2003 and has existed since September 2001. From its inception, the initiatives have yielded two hundred and seventeen arrests of nightclub employees and other businesses for the sale of alcohol to persons under the age of twenty-one, of which 66 were in 2003.
5. Prostitution Mapping Program: This initiative has been effective since August of 2000. Department wide there were 480 prostitution related arrests, of which 458 were in the prostitution mapping zone. Since the programs inception, 89 prostitutes have been placed on the mapping program, including 17 prostitutes in 2003. Numerous other Law Enforcement Agencies (including Miami-Dade and Miami) have initiated prostitution mapping programs and utilized the Miami Beach format to start their initiatives.
6. Coordination of city-wide department's efforts to address problem locations, resulting in the closing of one hotel, and one night club.
7. Cops in Shops Program- participation in a national anti-underage drinking program/visit stores and distribute flyers.

Goals and Objectives

- Violent Crimes Section (Day shift and Afternoon shift)
 1. Increase proactive details to combat robberies throughout the City of Miami Beach in an effort to decrease the amount of robberies occurring while simultaneously increasing the arrest clearance rate.
 2. Monitor all new techniques being utilized in the field of technology as they relate to solving violent crimes cases.
 3. Continue tracking data on robberies, sexual batteries, suicides, and arsons.
 4. Continue to identify cold cases that can be re-opened for investigation based upon new leads or the availability of new forensic technology which could aid in the identification of the perpetrator.
 5. Develop a program that will insure that DNA samples are obtained from registered sexual predators and offenders that reside in our city. We will also

work with the Miami-Dade Police Department Crime lab to make sure that these samples are entered into the state-wide database.

6. Create a matrix to track allegations received from DCF as they relate to ACLF locations throughout the city, and insure that any cases involving criminal activity are assigned to an MBPD detective.
7. Aggressively pursue LEACH investigations and continue to work cases with this task force.

- **Property Crimes Section**

1. Institute a paperless report review process.
2. Expand data and information listed on the Department's web site for the purpose of communicating with the general public on crime issues that impact the community.
3. Establish policy and procedure for using digital photography to document minor crime scenes, and obtain all necessary equipment for same. Establish policy and procedure for the utilization of the digital booking software and obtain all necessary equipment for same.
4. Obtain the needed equipment and training to successfully assist detectives in the investigations of arsons.
5. Provide roll call training to the line officer on a regular basis to update and educate patrol officers on crime trends, suspect information, and other criminal intelligence, in the furtherance of apprehending perpetrators and solving crimes.
6. Work with the Patrol Division to implement a comprehensive plan to reduce the amount of apartment burglaries in our city. This will be done by increasing police presence in and around areas where these crimes have occurred, aggressively following up all cases that have workable leads, providing crime prevention tips to citizens residing in apartment buildings where burglaries have occurred, and providing updates on active burglary suspects to the Patrol Division.

- **SIU**

1. Address on-going narcotic problems identified through intelligence and citizen complaints.
2. Perform prostitution enforcement actions at street level, including the targeting of pimps.
3. Coordinate and manage the Underage Drinking Grant.

4. Strategic Targeting of Nuisance Locations Initiative. Follow-up on enforcement action at "hot" locations by utilizing all possible government and community policing resources including code enforcement, seizures, nuisance abatement, owner/management liaisons.
5. Participate in the Patrol Task Forces to target identified high crime areas to reduce crime and disorder.
6. Coordinate the "Cops in Shops" program.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
<u>CIU</u>				
Murder	7	6	6	6
Robbery	507	507	501	490
Sexual Battery	80	102	99	95
Auto Burglary	2,263	2,205	2,190	2,185
Burglary- Residence	812	734	730	730
Theft	6,786	6,975	6,955	6,945
Aggravated Assault	483	557	543	540

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
<u>SIU</u>				
Prostitute Arrests	240	382	435	465
Narcotics Arrests	331	365	420	465
Underage Drinking Grant Arrests	151	66	55	50

Financial Summary

	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Expenditure Area					
Salaries & Benefits	\$ 7,917,137	\$ 9,582,664	\$ 9,731,556	\$ 9,356,731	\$ 10,281,042
Operating Expenses	401,542	313,888	401,642	385,929	434,777
Internal Services	1,116,863	1,110,618	1,334,981	1,342,764	1,433,132
Capital	999	0	0	28,736	0
Total	\$ 9,436,541	\$ 11,007,170	\$ 11,468,179	\$ 11,114,160	\$ 12,148,951
Budgeted Positions					
Sworn	85	80	73		71
Civilian	19	19	20		23
Total General Fund	104	99	93		94
RDA funds - Civilians	0	0	0		2.50
LETG (Confiscation) - Civilia	0	0	0		0.50
Grant Funds - Civilian	1	1	1		1.00
Total All Funds	105	100	94		98.00

Budget Highlights

- This budget reassigns two Police Officers from the School Resource Unit to assume uniform patrol duties. Their duties as police liaisons to the schools will be assumed by two retired police officers who will be hired as temporary employees to provide a continued presence in the schools. South Pointe RDA funding will offset one out of the two resource officers. It also provides an additional Crime Analyst position funded from the RDA's.

TECHNICAL SERVICES

Mission

The Technical Services Division is comprised of three Units. They are the Public Safety Communications Unit (PSCU), the Professional Standards Unit and the Information Resources Unit.

The Public Safety Communications Unit provides uninterrupted, around the clock public safety services to the citizens and visitors of Miami Beach to include receiving, classifying and dispatching requests for police, fire and fire rescue services; ensures command and control communications capabilities for the Miami Beach Police Department and the City of Miami Beach government to include disaster emergency operations; responds to the requests for administrative information and support outside the normal business hours of the City government; interfaces with national and state level computerized crime information systems (FCIC/NCIC) to ensure immediate access to system information to law enforcement agents in the field; upon request, provides audio tape recordings of all City communications to the public, law enforcement agencies, the media, as well as private and governmental legal representatives; and maintains ongoing electronic monitoring of the environmental status and security of City properties.

The Professional Standards Unit is responsible for the management of the Department's Accreditation function and Staff Inspections.

The Information Resources Unit (IRU) is responsible for managing the information resources of the Department including collection, storage, retrieval, dissemination and reporting. It undertakes these functions through both manual and automated systems and processes. The unit is also responsible for researching, procuring, developing and managing computerized systems, equipment and applications. The IRU works closely with the City's Information Technology (IT) Department. This unit is divided into two sections: the Records Section and the Technical Support Section.

Records Section: Receives, stores, maintains, and retrieves all Police Department records and files; ensures compliance with all state reporting requirements under the Uniform Crime Reporting system; responds to all public records requests, both from citizens and other City departments; oversees the Alarms Office and Validations Office.

Technical Support Section: Responsible for the continued computerization of the Department. This entails implementing and managing major systems such as Computer Aided Dispatch, Records management and the Mobile Computing system. Researches, acquires, implements and manages computers and related equipment and applications within the Police Department. Develops software applications and solutions; acts as the liaison between the Police Department and the City's Information Technology Department; develops plans for the continued infusion of technological solutions within the Department; assists and trains employees in utilizing existing and new computer equipment and applications.

Major Accomplishments

- Through the guidance of the Professional Standards Unit, the Department successfully received re-accreditation from both the international Commission on Accreditation for Law Enforcement Agencies (CALEA) and the state Commission for Florida Law Enforcement Accreditation, Inc (CFLEA).
- Continued with the deployment of the Mobile Computing Project. To date, 155 laptops have been issued to Patrol personnel.
- The 911 back-up site at the PAL building was completed and is fully operational.
- A thorough cleaning and disinfecting of PSCU was completed. This included the air conditioning system and painting of the unit.
- The Records Section installed a new Printrak RMS (Records Management System).
- Revised and re-issued the Department SOP Manual.

Goals and Objectives

- Public Safety Communications Unit
 1. Obtain new equipment through 911 Funds to include an Automatic Call Distributor (ACD) and additional Positron phones for call takers.
 2. Implement the new Motorola digital radio system.
 3. Address training needs for dispatchers and call takers through a new in-house program

- Professional Standards Unit

1. Accreditation

- a) Maintain compliance for CALEA (Commission on Accreditation of Law Enforcement Agencies).
- b) Maintain compliance for CFLEA (Commission for Florida Law Enforcement Accreditation).
- c) Revise and distribute a new version the Department's Manual and SOP's; migrate Departmental forms into a working data base.

2. Staff/Spot Inspections

- a) Conduct five (5) informal spot inspections and two (2) staff inspections on Divisions/Units within the Department

- Information Resources Unit

1. Records Section

- a) Continued enhancement of the Printrak RMS (Records Management System).
- b) Enhance the Department's ability to provide timely crime reporting statistical information.
- c) Upgrade the Alarms Office and work to enhance the current City Alarm Ordinance.

2. Technical Support Section

- a) Expand the E-citation program to the Mobile Computing Project.
- b) Enhance text to voice application and initiate in-vehicle printing for the Mobile Computing Project.
- c) Continue to move forward with field based reporting.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Public Safety Communications Unit				
Computer Aided Dispatch	145,084	160,000	170,000	185,000
Information Resource Unit				
Mobile Laptop Computer Purchases	40	125	50	85
Records Unit				
Reports Entered into RMS*	18,361	18,845	19,400	20,000
Alarms: Permits	4,161	4,300	4,400	4,500
Fines: Fines	34,260	3,900	20,000	20,000
*Records Management System				
Professional Standards Unit				
Informal Spot Inspections	13	18	7	5
Staff Inspections	6	3	5	2

Financial Summary

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Budget</u>	<u>2004 Projected</u>	<u>2005 Adopted</u>
Expenditure Area					
Salaries & Benefits	\$ 4,622,720	5,120,577	\$ 5,213,054	\$ 4,856,803	\$ 5,648,181
Operating Expenses	114,131	182,463	230,850	140,237	254,091
Internal Services	758,836	754,191	826,055	789,180	824,000
Capital	0	0	0	0	0
Total	\$ 5,495,687	\$ 6,057,231	\$ 6,269,959	\$ 5,786,220	\$ 6,726,272
Budgeted Positions					
Sworn	6	6	3		3
Civilian	80	80	79		79
Total General Fund	86	86	82		82

Budget Highlights

- This budget provides for projected merit, COLA, pension and insurance increases for 3 sworn and 79 civilians positions.

Departmental Budget History

FY 03/04

- This budget transfers 2 sworn positions to Patrol, eliminates funding for a Senior Assistant City Attorney positions and provides for projected merit, COLA, pension and insurance increases for 12 sworn and 7 civilian positions.
- This budget includes the reassignment of several officers to proactive uniform patrol positions throughout the City. One sergeant and four officers have been reassigned from the Criminal Investigation Division, Special Investigations Squad. This transfer will not eliminate the services currently provided, but will enhance specialized field operations. Two officers have also been reassigned from the School Resource Office to assume uniform patrol duties. Their duties as police liaisons to the schools will be assumed by two retired police officers who will be contracted to provide a continued presence in the schools. One sergeant from Support Services Division will be reassigned to uniform patrol. In addition, fifteen new sworn officers will be hired for the two Redevelopment Areas within Miami Beach as part of our continued community policing initiatives.
- The budget includes the elimination of 4 Public Safety Specialist positions that will reduce the operating hours of the NESS and decrease the response time for traffic accidents, calls, report writing and citation issuance. It also includes saving of \$122,000 by eliminating the 24 hour security contract for the police building lobby.
- This budget eliminates an Administrative Aide I position in the training unit and reassigns a sergeant position to the Patrol Division.
- The FY 03/04 Fleet Management Capital Replacement Fund will provide for the replacement of approximately 60 police vehicles.
- This budget reflects the transfer of 2 Information Technology Specialist positions to the IT Department for CAD/RMS management. It also provides for projected merit, COLA, pension and insurance increases for 4 sworn and 79 civilians positions.

FY 02/03

- This budget reflects an increase of \$2,974,687 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and insurance increases.

- The Law Enforcement Trust Fund (LETf) will be funding 6 months of an Assistant Chief position thereby generating a savings in the General Fund in the second half of the year.
- This budget includes an increase of 3 police officer positions reallocated from administrative functions in the Support Services Division to the Patrol Division and a reduction of a civilian position in the second half of the fiscal year.
- The budget includes a reduction of 6 vacant police officer positions. The 5 police officer positions deployed in the police building lobby for security will be replaced with 24 hour contract services and the police officer will be moved to vacant positions in the Patrol unit. In addition, 1 police officer position from the AUI/DUI unit will be moved to the patrol unit and replaced with a civilian position.
- The FY 02/03 Fleet Management Capital Replacement Fund will provide for the replacement of approximately 100 police vehicles.
- This budget includes funding (\$55,854) for an Information Technology (IT) position for CAD/RMS management. This position was previously paid by a federal grant. It also includes a reduction of one civilian vacant position (\$69,602).
- This division will add an IT position to assist with CAD/RMS and Mobile Computing System maintenance with first year funding provided by the Law Enforcement Trust Fund (LETf). The LETf will also pay \$32,000 for the first year cost of Police Mobile laptop air time.

FY 01/02

- This budget includes an additional Assistant Chief of Police to oversee the Support Services and Technical Services Divisions. This position is partially offset with the reduction of a police officer position that is assigned to a Federal Task Force.
- This budget also provides for a reclassification of two civilian positions (\$2,071).
- This budget reflects an increase of \$1,856,687 over last year in the City contribution to the Police and Fire Pension Plan and provides for projected merit, COLA and insurance increases.
- This budget includes an increase of four Public Safety Specialist positions (\$115,067) to assist in the Traffic control required by the City's capital improvement program. These positions will generate substantial savings to the program and will be funded by an allocation to the capital project budgets.

- The budget provides \$2,629 for a reclassification of a police officer position from the K-9 unit to a Sergeant to supervise the afternoon motorcycle squad.
- This budget includes funding (\$30,870) for a civilian position that assists the department with grants compliance and monitoring. This position was previously paid by a federal grant.

FY 00/01

- The General Fund budget includes full year funding for twenty nine sworn positions and six months funding for six sworn positions previously funded from a federal grant and two civilian positions funded for six months that were also funded from various grants (\$934,333). It also provides eight months of rent for an off-site location for the Strategic Investigations Unit that was previously funded from a grant (\$50,400).
- Funding provided for two additional clerk typists (\$50,408) to provide support in the Police Budget and Technical Services Units. It also provided for the reclassification of two sworn and two civilian positions (\$76,417).
- Funding (\$175,000) for fifteen fund fifteen police officers in the last quarter of FY 2000/01 in anticipation of vacancies as a result of the retirement Drop Plan.
- Funds are provided for seven weeks of standardized training of fifteen employees at the Telecommunications Academy (\$15,000) in order to better prepare them to respond more efficiently in the 911 center, increase employee retention and thereby decrease overtime costs.
- The total funded positions: 381 sworn and 178 civilian personnel. Funding in the General Fund provided for 381 sworn and 163 civilian personnel. In addition, four State and Federal grants (\$873,283) provided funding for 15 civilian positions, operating and capital items.

FY 99/00

- The General Fund budget included nine sworn positions previously funded from a federal grant and three civilian positions funded for six months that were also funded from various grants. It also provided for the reclassification of four positions.
- The total funded positions are 381 sworn and 173 civilian personnel. Funding in the General Fund provided for 352 sworn and 160 civilian personnel. In addition, six State and Federal grants (\$1,340,510) provided funding for 29 sworn and 13 civilian positions.

- Funding (\$709,057) for the replacement of twenty-one (21) motor vehicles and one boat, provided in the Fleet Management Fund.

FY 98/99

- The total authorized positions are 381 sworn and 174 civilian personnel. Funding in the General Fund provided for 340 sworn and 157 civilian personnel. In addition, nine State and Federal grants (\$1,663,778) provided funding for 38 sworn and 17 civilian positions.
- Funding (\$1,037,848) for the replacement of forty-three (43) vehicles provided in the Fleet Management Fund.
- Funding provided for 20 of 51 sworn and 3 of 9 civilian positions which are currently vacant.

FIRE

Mission

It is our mission to provide our community with a high level of safety and security through prevention of fire, delivery of quality emergency and disaster services, and fire and life safety education programs.

This department, by City Charter, and Florida Statutes, is charged with the responsibility for Fire Suppression, Fire Prevention, Emergency Medical Services, and for Life Safety of the Citizens of Miami Beach. To achieve success, the department is divided into the following five Divisions to enhance responsibility and accountability for departmental programs;

- The Fire Administration is the highest level within the Department responsible for overall management, direction, developing departmental goals and objectives, and establishing and implementing policies and procedures. A Team Management and Labor Management approach is used to gain cooperation and maximize contributions from the Management Team, the Labor Union, and employees. The Administration function is a necessary component to assure the mission and goals of the department are achieved efficiently and effectively to the satisfaction of our customers. Failure to provide leadership, management, supervision and oversight will result in waste, ineffectiveness, and a lack of credibility with our Citizens.
- The Fire Suppression Division has the primary responsibility of mitigating the dangers and destruction caused by fire, explosives, weapons of mass destruction, and hazardous materials. Fire Suppression personnel also conduct building inspections, and respond to emergency medical incidents. Fire Suppression units assigned to this division operate from four fire stations strategically located to achieve an average response time of four minutes.
- The Rescue Division has primary responsibility of responding to all emergency medical incidents and providing pre-hospital emergency medical care to the sick and injured on Miami Beach. Emergency medical units assigned to this division also operate from the same fire stations strategically located to achieve an average response time of four minutes.
- The Fire Prevention Division is responsible for enforcing all Fire and Life Safety Codes. This responsibility is achieved through conducting building inspections, plan reviews for new construction and major renovations, inspection of nightclubs and places of assembly, investigation of fires for cause and origin, and responding to citizen complaints. This Division enforces the City of Miami Beach Code, Chapter 14, Fire Prevention; The South Florida Building Code; the State of Florida Fire Prevention Code; State Fire Marshal's Rules and Regulations; Florida State Statute

Section 633; and the National Fire Protection Association Standards as adopted by Code.

- The Support Services Division is a multi-function division responsible for Training, Mechanical Maintenance and Communications.
 1. The Training Section coordinates with the Human Resources Department in the hiring of new personnel and promotional examinations. It also conducts the physical ability test in the hiring process, trains new recruits, provides in-service training for all fire personnel, maintains complete training records, updates the Rules and Regulations, and Standard Operating Manuals, conducts research and development, and coordinates and administers the safety program.
 2. The Mechanical Maintenance Section performs preventive maintenance, repairs on all firefighting apparatus and equipment, establishes and maintains inventories of all firefighting equipment, conducts tests of apparatus and equipment, and maintains adequate records of all functions.
 3. The Communications Section monitors Fire Department operations at the Public Safety Communications Unit, and includes a quality assurance program. This includes ensuring that dispatch times are kept to a minimum. Call takers and dispatchers are trained in Fire Department Procedures to guarantee adequate information is relayed to responding units. Additionally, it provides for the repair and maintenance of all radio equipment, sirens, and inventories of all communication equipment.

Major Accomplishments

- Successfully completed Commission on Fire Accreditation International assessment and site inspection. Recommended by inspection team for official designation at the International Association of Fire Chiefs annual meeting in August 2004.
- Completed development of the Fire Department 2003/2004 Budget.
- Increased Rescue Transportation fees.
- Will conduct at least one Disaster Drill simulating hurricanes, structural collapse, etc. to evaluate the City's preparedness and performance.
- Trained more than 160 Firefighters to handle incidents involving Weapons of Mass Destruction.
- Managed the City's 2003 United Way Fundraising Campaign. The campaign exceeded last year's total goal by raising \$82,639 dollars.

- Completed the hiring and training process for additional personnel needed to implement the Minimum Staffing Ordinance.
- Participated and provided significant Fire Department expertise and input in the process to upgrade the City's Enterprise Computer Software System.
- Successfully managed the first full year of the Enhanced Inspection Program.
- Maintained a very effective night inspection program to insure a safe environment in the nightlife/entertainment industry.
- Will review and update the Citywide Emergency Preparedness Plan.
- Continued to provide reduced costs to the City by assuming responsibility for operating Fire Pumps in city facilities on a weekly basis.
- Assisted with planning, development and implementation of strategies to cope with FTAA protests by providing support to Police Cut teams and Field Force teams.
- Reduced cost to the City by eliminating (3) 24-hour cars and by replacing (5) cars with the allowance.
- Implemented new database of all buildings in the city using the Sunpro System, implemented online permitting, IVR improvements and provided Nextel phones for Fire Plans Analysts and Fire Investigators.
- Adopted new fire fee ordinance.
- Provided City Management with short, medium and long range plans for the proposed assimilation of Beach Patrol into the Fire Department Table of Organization.
- Continued participation in the City's Major Events Planning process.

Goals and Objectives

- Conduct appropriate inspection activities to prevent fire and increase life safety in the event of a fire.
 1. Inspect 2,500 – 2,600 commercial and multi-residential occupancies by September 30, 2005.
 2. Process approximately 750 cases through Special Masters.

3. Supervise the inspection of 1,800 multi-residential occupancies by the Fire Suppression Division.
 4. Conduct 3,000 night inspections for overcrowding and locked exits of public assembly occupancies.
 5. Review approximately 4,000 construction permits applications to insure compliance with all applicable fire and life safety code regulations.
 6. Perform approximately 2,850 Certificate of Occupancy and Certificate of Completion inspections.
 7. Continue to monitor success of the Enhanced Inspection program. Projection 160 enhanced inspections and plans reviews.
- Conduct bi-weekly Management Team meetings.
 - Conduct monthly Labor Management meetings.
 - Conduct Quarterly Fire Station visits.
 - Prepare the FY 04/05 Budget.
 - Continue updating the Department's Standard Operating Guidelines and Rules and Regulations.
 - Assist the office of C.I.P. with initiating and completing construction of Fire Stations #2 and #4.
 - Replace antiquated and unreliable alerting system in all stations.
 - Increase health and safety of Firefighters by installing exhaust ventilation systems in stations 1 and 3. Systems are included in plans for new stations 2 and 4.
 - Continue contingency planning for the proposed assimilation of Beach Patrol into the Fire Department Table of Organization.

Performance Measurements

	2002 Actual	2003 Actual	2004 Projected	2005 Estimated
Achieve Accreditation through CFAI	40%	80%	100%	100%
Conduct monthly Labor Management meetings	7	9	12	12
Conduct Quarterly Station visits (all stations & Shifts)	44	47	48	48
Conduct bi-weekly Management Team meetings	21	21	26	26
Inspect approximately 2,500 Commercial and multi-residential properties.	2,564	2,500	2,500	2,500
Supervise the inspection of 1,800 multi-residential and office occupancies.	NA	1,100	1,700	1,800
Review approximately 4,000 construction permit applications to insure compliance with all applicable fire and life safety code regulations.	5,160	3,950	4,000	4,000
Perform approximately 3,000 Certificate of Occupancy and Certificate of Completion inspections.	4,572	2,832	3,000	3,000
Conduct night inspections for overcrowding and locked exits of public assembly occupancies.	2,976	2,232	3,000	3,000
Conduct 160 Enhanced Inspection and plan reviews after normal working hours (pilot program).	n/a	164	164	160

Departmental Financial Summary

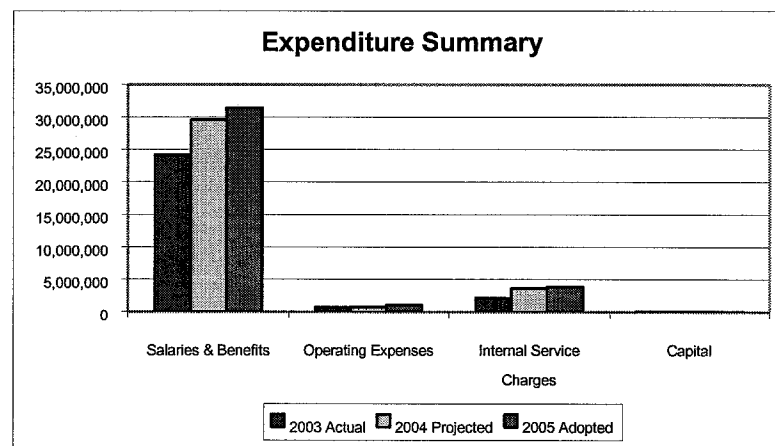
Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Fire Rescue Transports	\$ 1,063,020	\$ 1,110,576	\$ 1,200,000	\$ 1,031,265	\$ 1,117,400
Fire Plan Review	144,321	203,020	166,000	220,275	194,000
Enhanced Fire Inspection	17,475	66,225	0	40,000	50,000
FF Education Supplement	53,385	92,074	75,000	70,470	75,000
Hydrant Flow Tests	14,192	9,668	16,000	20,000	16,000
Off-Duty Administration	22,710	20,123	23,000	26,285	25,000
Annual Fire Inspections	333,605	139,044	439,800	611,315	400,000
Overcrowding Fines	6,100	10,720	5,000	9,900	10,000
Hazardous Materials	0	0	0	0	27,750
TOTAL	\$ 1,654,808	\$ 1,651,450	\$ 1,924,800	\$ 2,029,510	\$ 1,915,150

Expenditure Area	2002 Actual	2003 Actual	2004 Budget*	2004 Projected	2005 Adopted
Salaries & Benefits	20,473,075	24,203,285	28,908,595	29,600,758	31,411,464
Operating Expenses	819,763	696,913	893,401	738,404	1,022,308
Internal Service Charges	2,151,270	2,139,048	3,843,652	3,625,051	3,879,222
Capital	180,721	76,441	101,350	75,203	37,500
TOTAL	\$ 23,624,829	\$ 27,115,687	\$ 33,746,998	\$ 34,039,416	\$ 36,350,494

Budgeted Positions

Fire	218	223.5	223 + 1 PT	224 + 0 PT
Ocean Rescue-GF			68 + 50 PT	68 + 48 PT
Ocean Rescue-RDA			9 + 2 PT	0 + 0 PT
			300 + 53 PT	292 + 48 PT

* Ocean Rescue reporting to Fire as of FY 2004. Prior to that, it reported to Parks & Recreation.



ADMINISTRATION

Mission

The mission of the Fire Administration is to provide effective management, leadership, and oversight, by assuming responsibility for organizational and personnel performance, to assure that the mission and goals of the Fire Department are achieved efficiently and effectively to the satisfaction of our customers.

Major Accomplishments

- Successfully completed Commission for Fire Accreditation International site inspection and recommendation for official designation as an accredited agency at the IAFC Convention in August 2004.
- Completed development of the Fire Department 2003/2004 Budget.
- Managed the City's 2003 United Way Fundraising Campaign. The campaign exceeded last year's goal by raising \$812,639 dollars.
- Reduced (24) hour car assignments by eliminating (3) and providing car allowance to (5) positions.
- Proposed short, medium and long range plans for the assimilation of Beach Patrol at the City Managers request.
- Actively participated in the City's Major Events Planning program.
- Provided critical input to the City's preparation for the FTAA demonstrations and provided support to the Police Department.

Goals and Objectives

- Conduct bi-weekly Management Team meetings.
- Conduct monthly Labor Management meetings.
- Conduct Quarterly Fire Station visits.

- Prepare the FY 04/05 Budget.
- Upgrade critical infrastructure in existing fire stations, including the alerting system and exhaust ventilation systems.
- Participate in Citywide Major Events Planning
- Complete the assimilation of Ocean Rescue.

Performance Measurements

	2002 Actual	2003 Actual	2004 Projected	2005 Estimated
Conduct monthly Labor Management meetings	7	9	12	12
Conduct Quarterly Station visits (all stations & Shifts)	44	47	48	48
Conduct bi-weekly Management Team meetings	21	21	26	26

SUPPRESSION

Mission

Protect the lives and property of the visitors and residents of Miami Beach from the dangers caused by fire, explosions or other hazardous conditions. The Suppression Division shall conduct inspections, public education and firefighter training to mitigate potential losses in the future.

Major Accomplishments

- Responded to **3,627** calls for service that include structural and car fires, construction accidents, gas and fuel leaks, rescue incidents, water rescue, and public assistance calls.
- Identify and correct potential fire hazards by conducting **1,800** company level inspections.
- Complete 1 written Pre-fire Incident Plan per Fire Company on a monthly basis for a total of 216 plans for the year.
- Conduct inspections, lubricate and flush **997** fire hydrants.
- Operation of City Fire Pump systems on a weekly basis.
- Networked the four Fire Stations into the City's network.
- Installed the hardware and software program in the Suppression Chief's vehicle for rapid retrieval on emergency scenes.
- Conduct in-service testing for **40,000** feet of fire hose to NFPA specifications.
- Developed and implemented the pre-fire plan for the Collins Avenue Boat Show.
- Reviewed and updated the Citywide Emergency Preparedness Plan.

Goals and Objectives

- Reduce loss of life, injuries, and property damage caused by fire and other hazardous incidents.

1. Respond to all emergencies and public service calls in a rapid and effective manner so as to bring each incident to an appropriate resolution.
 2. Correct potential fire hazards through in-service fire company inspections. 4,600 building inspections will be performed by suppression personnel and will be completed by September 30, 2005. Re-inspection of violations cited during the inspection process will also be completed by September 30, 2005.
- Increase the capability, reliability and efficiency of the Fire Suppression Division. Provide a minimum of eight (8) hours of training to each firefighter on a monthly basis.
 1. Require each fire company to pre-fire plan all newly constructed or refurbished multi-story commercial and residential buildings when they receive their Certificate of Occupancy. In addition, one (1) written pre-fire plan will be produced by each fire company on a monthly basis for a total of 216 pre-fire plans for the year.
 2. Conduct at least 997 hydrant inspections, testing them for serviceability. Coordination with the Water Department will be initiated for required repairs.
 3. Conduct twelve (12) performance drills throughout the year to measure and document the performance of each suppression crew.
 4. Conduct in-service testing for 40,000 feet of fire hose. Hose will be tested to NFPA specifications, cleaned, dried and placed back into Service.
 - Increase capability, reliability, and efficiency of the information system within the Fire Department.
 1. Develop software for a database to include interface capabilities for maintaining daily scheduling of all 216 employees in all fire department divisions. With one entry, this software will automatically write employee's names to several required forms to maintain records for vacation and sick time use, overtime compensation and above grade/out of classification compensation to name a few. The system has been expanded to include training records to track the hours and drills that each member participated in. The system has been expanded to include automatically maintaining and producing employee evaluation documents and fire department annual reports to the City Manager. Further automation of all administrative reports is expected to be handled by all fire divisions and will continue to enhance the efficiency of our workload measures and productivity.
 2. Complete the hardware infrastructure at the four- (4) fire stations to bring them online into the City's network system.

- Maintain a Quality Assurance (QA) Program for Advanced Life Support (ALS) Fire Companies.
 1. Participate in the QA project selected by the State EMS Office on a monthly basis.
 2. Review the parameters defined for each project and apply them against the performance of the twelve (12) ALS engine companies and the six (6) ALS ladder companies in the field (A, B and C shift each have four engine companies and two ladder companies). This is accomplished during the peer review sessions conducted by the Rescue Division.
 3. Use the monthly QA/QC project designated by the State EMS Office to evaluate the performance of all firefighters assigned to Suppression.
 4. Coordinate with the Medical Director and EMS Coordinator to provide classes and medical protocol review to improve the performance of all firefighters assigned to the Suppression Division.
 5. Provide Pediatric Advanced Life Support (PALS) training and certification to all paramedics assigned to Suppression.
- Perform public service and increase public awareness by continuing to present education programs.
 1. Provide refresher training for eighteen (18) fire companies on how to present public education programs.
 2. Coordinate with the Fire Department's Public Education Officer to schedule presentations with the appropriate groups.
 3. Perform eighteen (18) public education presentations each month.
- Assure that proper maintenance is being performed on all fire apparatus and fire stations.
 1. Conduct an inventory and inspection of each front line and reserve fire apparatus, detailing the results on a daily basis so as to be reviewed by the Fire Shop Coordinator.
 2. Conduct an inspection of each fire station on a weekly basis. This will be performed by the shift Division Chief who will detail the results so as to be reviewed by the Assistant Fire Chief.
- Review and update the comprehensive performance recognition program.

1. Review and update the performance recognition developed during FY 2001/02. This program has been designed to provide recognition for superior service or performance by fire department personnel.
 2. Hold a Fire Department Awards Ceremony to honor award recipients and recently promoted employees.
- Review and update the comprehensive customer service program.
 1. Review and update printed customer service packets for distribution to visitors and residents of the City, to assist in accessing City services and to provide feedback to the Fire Department on our service levels.
 2. Assign a Customer Service Officer (CSO) to respond to emergency scenes to assist visitors and residents in need of temporary housing, transportation or other Human Services as a pilot program.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Company level Bldg.Insp.	1,477	1,800	1,800	1,800
Company level training (monthly)	8hrs	8hrs	8hrs	8hrs
Pre-incident plans	216	216	216	216
Perform 18 PubEd presentations	18	18	18	18
Complete Monthly Performance Drills	12	12	12	12

Financial Summary

Suppression Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 10,528,924	\$ 12,397,422	\$ 12,677,723	\$ 12,916,946	\$ 13,685,749
Operating Expenses	320,431	202,999	165,011	186,623	365,454
Internal Service Charges	1,095,890	1,116,496	1,433,790	1,355,090	1,518,986
Capital	161,305	2,685	15,000	5,470	15,000
TOTAL	\$ 12,106,550	\$ 13,719,602	\$ 14,291,524	\$ 14,464,129	\$ 15,585,189
Budgeted Positions	110	115	115		115

Budget Highlights

- This budget reflects an increase of \$525,841 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA, and insurance increases.
- This division has funding for 113 sworn personnel and 2 civilian personnel.

RESCUE

Mission

The Mission of the Rescue Division is to meet or exceed the expectations of our customers through rapid response, courteous, professional treatment and quality emergency medical services.

Major Accomplishments

- Responded to over **13,000** EMS calls.
- Miami Beach Fire Rescue Units transported **7,021** patients to area hospitals.
- Miami Beach Fire Rescue Units generated over **1.1 million dollars** in revenue through transports.
- Increased Rescue Transportation fees.
- Continue to enforce HIPAA policy City Wide as required by a new Federal Law.
- Continued training programs utilizing the Sim-man mannequin simulator.
- Continued to enhance "Heart Safe Community" project.
- Implemented and conducted training on updated Miami Beach Rescue Protocol containing the most up to date technology and medical advances.
- Continued our in house Pediatric Advanced Life Support program, certifying an additional 80 paramedics as PALS providers.
- Continued to update our database program to more accurately capture run statistics for quality assurance and for State mandated quarterly data reports.
- Monitor Patient Care Records to capture data required by the state and to conform to new HIPAA regulations.
- Reviewed 100% of Patient Care Records for QA.
- Provided **7,800** hours of training in-house, and **11,000** hours off-site.
- Certified 6 new Paramedics and 2 new EMTs.

- Provided mandated training to re-certify 174 paramedics and 23 EMT's.
- Continued field study of secondary airway management adjuncts.
- Placed into service Pediatric Specific Airway Adjunct Kits on all units.
- Continued participation in SWAT paramedic program in conjunction with the Miami Beach Police Department.

Goals and Objectives

- To improve the training of personnel responding to emergency medical calls.
 1. Certify 6 additional personnel as Paramedics during the budget year.
 2. Certify entry level and existing personnel to EMT. Estimate 3.
 3. Provide Advanced Cardiac Life Support Training for 85 Paramedic personnel annually.
 4. Review and update the departmental Infection Control Policies annually in conformance with OSHA and Florida EMS legislation.
 5. Educate all Fire Department personnel whose job description and duties expose them to blood, body fluids, Tuberculosis and other bio-hazardous materials in Infection Control Policies and procedures. New hires shall receive his training prior to placement on response apparatus.
 6. Provide advanced Airway Training to all Paramedics through the Medical Examiners Office using cadavers to practice these advanced techniques. Estimate 30 personnel.
 7. Provide training in the use of the new Miami Beach Protocol Manual to all Department personnel.
 8. Continue to develop training programs utilizing the Sim Man and Air Man training mannequins purchased with EMS Grant funds.
 9. Train 174 Paramedics and 23 EMTs in procedures and concepts outlined in the Rescue Division Protocol.
 10. Provide protocol-based hands on training scenarios to all Rescue Crews on a monthly basis.

11. Provide up-date training for all personnel on the American Heart Association 2000 guidelines.
- To contain the cost of rescue training by re-certifying paramedics in-house
 1. Provide EMT re-certification training for an estimated 23 employees in 4 hour modules.
 2. Provide Paramedic re-certification training for an estimated 174 employees in 4 hour modules.
 3. Provide 16 hours of modular training for 174 department Paramedics. Training will be based on updated standards and guidelines of the Emergency Cardiac Care Committee of the American Heart Association.
 4. Provide 25 hours of modular training to 23 EMT personnel, based on the EMT Basic Curriculum.
 5. Provide 10 hours of modular training for EMT and Paramedics to critique actual incidents selected by the Quality Assurance Committee and the Medical Director.
 6. Continue to align with Mt. Sinai Hospital to provide CPR training classes to Fire Department personnel and other groups.
 7. Provide 12-lead EKG and arrhythmia recognition training updates for 174 Paramedics.
 8. Continue to provide PALS training and certification for 40 Paramedics.
 9. Continue program to enhance Paramedic skills in established workstations in the EMS classroom where tasks can be practiced and evaluated on a regular basis.
 10. Continue program to regularly refresh and evaluate driving skills for the drivers of our ALS response vehicles.
 - Maintain and improve state mandated Quality Assurance (QA) Program
 1. Participate in a QA program developed by the Rescue Division. Data will be compiled by the Rescue QA officer, entered into the official record by the Officer-In-Charge, and then evaluated by the Medical Director and his QA committee.
 2. Utilize the monthly QA program to evaluate the performance of 174 Paramedics and 23 EMTs.
 3. The Medical Director shall use these findings to initiate programs to improve the quality of EMS care provided by 174 Paramedics and 23 EMTs.

4. Continue reviewing all Rescue Division reports on a daily basis.
5. Provide report data to the State as required by Florida Administrative Code 64E-2.013, form 1304.
- Update the Fire Rescue Procedure Manuals
 1. Continue process of updating response to Nuclear, Biological and Chemical Weapons and Weapons of Mass Destruction / poison antidote kits and Mass Casualty kits.
 2. Continue process of updating Stroke protocol in conjunction with the Stroke Coalition and Chest Pain protocol based on state guidelines.
 3. Continue process of updating protocols related to the State Trauma Transport Protocol.
 4. Train 174 Paramedics and 23 EMTs in procedures and concepts outlined in the Rescue Division Protocol.
- Computerize Rescue Division Training Section
 1. Provide computer training for Rescue Division staff to best utilize existing equipment to full advantage and to educate staff on the most recent electronic data reporting requirements.
 2. Provide computer based Emergency Medical Services training programs and software to augment classroom training by allowing individual paramedics and crews to learn on an individual basis.
 3. Maintain a video, text and computer library where EMS personnel can research, study and utilize interactive programs to enhance their knowledge and skills.
- Computerize Rescue Division records, Inventory Control, Quality Assurance Program, and Budget.
 1. Continue to develop programs to manage Rescue Division Records.
 2. Continue to update Patient Care Records in compliance with new guidelines and required data and train all personnel in the proper use of same.
 3. Continue to develop a program to manage Rescue Division Inventory and Supplies.
 4. Continue program managing Rescue Division Quality Assurance program.

5. Use existing computer equipment to electronically send ambulance logs to the County Office of Emergency Management.
 6. Continue to review and upgrade program to gather aggregate run data to electronically send to state as required.
- Research and develop alternate methods of delivering fire/rescue service and equipment
 1. Continue to explore ways of delivering Paramedic service with previously acquired bicycles.
 2. Continue participation in South Florida committees aimed at innovation and advances in the Fire Rescue field.
 3. Research and Development lab to assess new equipment and supplies.
 - Enhance services provided to the citizens of Miami Beach
 1. Continue "Distinguished Service" Customer Service program.
 2. Augment existing staffing for major special events including extra personnel, vehicles and equipment during peak times.
 3. Establish CPR training program for Miami Beach public sector.
 4. Continue efforts to establish Miami Beach as a "Heart Safe Community".
 - Enhance cooperation with other agencies
 1. Maintain relationships with receiving hospitals to determine outcome status for patients transported by Miami Beach Rescue units.
 2. Work with the Miami Dade EOC and The Miami Beach Emergency Operations Coordinator in developing and updating programs related to Hazmat, Terrorism, and Natural disasters.

Performance Measures

	2002 Actual	2003 Actual	2004 Projected	2005 Estimated
Certify 6 paramedics	6	6	6	6
Provide CEU's for all Paramedics & EMTs	100%	100%	100%	100%
Introduce and test all personnel on the New Miami Beach Rescue Protocol	N/A	N/A	100%	50%
PALS Certification for all paramedics	50	60	70	0
PALS Re-certifications	N/A	50	60	80
ACLS Certification 1/2 paramedics annually	100%	100%	100%	100%
Review all Rescue Incident Reports for QA	100%	100%	100%	100%
QA Peer Review Program monthly meetings	100%	100%	100%	100%
Response to EMS Calls	14,730	13,406	13,000	16,000
Rescue Transports	7,775	7,021	7,725	7,615
Rescue Transport Revenue	\$953,000	\$1,110,576	\$1,285,520	\$1,101,246
Manage Department records through Iron Mountain	100%	100%	100%	100%
Process records requests within 5 business days, 90%	N/A	100%	100%	100%
Eliminate blood and airborne exposures	17	12	12 est.	N/A

Financial Summary

Rescue Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 7,030,991	\$ 8,550,024	\$ 8,677,477	\$ 9,175,624	\$ 9,693,004
Operating Expenses	255,211	296,850	282,833	263,369	291,924
Internal Service Charges	653,803	623,492	927,992	853,681	940,479
Capital	0	61,896	25,100	-	0
TOTAL	\$ 7,940,005	\$ 9,532,262	\$ 9,913,402	\$ 10,292,674	\$ 10,925,407
Budgeted Positions	75	75 + 1 PT	75 + 1 PT		76

Budget Highlights

- This budget reflects an increase of \$364,497 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA, and insurance increases.
- This division has funding for 73 sworn personnel and 3 full time civilian personnel.
- Funding of \$19,586 is provided to upgrade an existing Data Entry Clerk from part time to full time to assume secretarial duties for the two Assistant Fire Chiefs.

PREVENTION

Mission

To create and maintain a fire safe environment for the citizens and visitors of the City of Miami Beach through programs of Review, Inspection, Enforcement, Investigation, and Education.

Major Accomplishments

- Review of all plans submitted for permit to insure compliance with applicable fire and life safety codes.
- Inspection of all commercial and multi-residential properties in the City on an annual basis.
- Ongoing night inspection program to insure a safe environment in the night life/entertainment industry.
- Review of plans and off-duty staffing for all Special Events at the Convention Center and other venues.
- Fire and Life Safety Education programs available to all schools, condos, places of public assembly, and civic groups.
- Ongoing Enhanced Inspection program to review plans and perform inspections after normal hours.
- Implementation of new procedures and standards manual for division personnel.
- Implementation of new database of all buildings in the City, using Sunpro.
- One inspector achieved State Certification as Fire Investigator.
- Adoption of new fire fee ordinance.
- Implementation of technology (online permitting, IVR improvements, Nextel phones)

Goals and Objectives

- Prevent fire and increase life safety in the event of fire
 1. Inspect 2,500 – 2,600 commercial and multi-residential occupancies.
 2. Process approximately 750 cases through Special Masters.
 3. Supervise the inspection of 1,800 multi-residential occupancies by the Fire Suppression Division.
 4. Investigate approximately 300 citizen complaints promptly.
 5. Conduct 3,000 night inspections for overcrowding and locked exits of public assembly occupancies.
 6. Review exhibition plans, schedule off-duty fire personnel and supervise fire safety for 200 functions in the Convention Center and other outside events.
 7. Review approximately 4,000 construction permit applications to insure compliance with all applicable fire and life safety code regulations.
 8. Perform approximately 3,000 Certificate of Occupancy and Certificate of Completion inspections.
 9. Perform approximately 600 Certificate of Use inspections.
 10. Investigate approximately 25 fires within the City to determine cause and origin.
 11. Continue to monitor success of the Enhanced Inspection program. Projecting 160 enhanced inspections / plan reviews.
- Heighten public awareness of fire prevention and life safety
 1. Conduct 750 fire and life safety presentations.
 2. Conduct 20 fire evacuation drills for business and residential high-rise occupancies.
 3. Maintain the Juvenile Fire-setter Prevention and Intervention program.
 4. Provide two (2) Public Fire and Life Safety slide presentations of 30 minutes in length to be used in life safety presentations.
 5. Continue the NFPA, Risk Watch Program.

6. Conduct approximately 135 child safety-seat inspections.
 7. Continue to provide training for Community Emergency Response Team (C.E.R.T.)
- Increase the efficiency of the Fire Prevention Division
 1. Send 4 Fire Inspectors to the National Fire Academy.
 2. Send 2 Fire Inspectors to Arson Investigation School.
 3. Send 3 Fire Inspectors and 5 Plans Analysts to Life Safety Code and other workshops presented by the National Fire Protection Association.
 4. Send all Fire Inspectors to local fire prevention seminars and training classes in order to obtain the necessary continuing education units for Fire Safety Inspector re-certification as mandated by FS 633.081.
 5. Continue to track the performance-based budget.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Inspect approximately 2500 Commercial and multi-Residential properties.	2,415	2,415	2,500	2,500
Process approximately 600 cases through Special Masters.	604	1,009	1,760	1,000
Supervise the inspection of 1800 multi-residential and office occupancies.	44	44	1,100	1,700
Review approximately 5,000 Construction permit applications To insure compliance with all Applicable fire and life safety Code regulations.	4,643	4,643	3,950	4,000

Perform approximately 3,000 Certificate of Occupancy and Certificate of Completion Inspections.	2,867	2,867	2,832	3,000
Conduct 3,000 night Inspections for overcrowding and locked exits of public Assembly occupancies.	3,370	3,370	2,232	3,000
Conduct 160 Enhanced Inspections and plan reviews After normal working hours.	NA	164	208	160
Conduct approximately. 600 fire and life safety Presentations.	393	426	812	600
Review exhibition plans, Schedule off-duty fire Personnel and supervise fire Safety for 300 functions in the Convention Center and other Outside events.	200	178	224	300

Financial Summary

Prevention Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 1,829,998	\$ 2,056,836	\$ 2,132,440	\$ 1,981,959	\$ 2,237,674
Operating Expenses	22,899	28,090	25,195	26,526	34,075
Internal Service Charges	219,422	207,513	271,498	242,549	279,493
Capital	5,945	0	1,250	1,608	0
TOTAL	\$ 2,078,264	\$ 2,292,439	\$ 2,430,383	\$ 2,252,642	\$ 2,551,242
Budgeted Positions	21	21	21		21

Budget Highlights

- This budget reflects an increase of \$92,529 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA, and insurance increases.
- This division has funding for 12 sworn personnel and 9 civilian personnel.

SUPPORT

Mission

The mission of the Support Services Division is to provide quality training, keep all apparatus in a constant state of readiness, and provide and maintain state of the art communications equipment. Further, we will strive to acquire equipment and protective clothing that will ensure the safety of our firefighters, allowing them to provide quality services to the citizens of and visitors to the City of Miami Beach.

Major Accomplishments

- Recruit training (8)
- Completed departmental self-assessment document and submitted for peer review by the Commission for Fire Accreditation International. Review panel has recommended the MBFD for accreditation at the IAFC Conference in August 2004.
- Trench Rescue Operations Training for (16) personnel.
- Weapons of Mass Destruction – Improved Explosive Devices training for (40) personnel.
- Weapons of Mass Destruction – Chemical Protective Clothing Course for (120) personnel.

Goals and Objectives

- Maintain all fire apparatus in a high state of readiness
 1. Continue a comprehensive preventative maintenance program with regularly scheduled service for twenty-four (24) Emergency Response Vehicles.
 2. Perform annual pump service test of eleven (11) fire apparatus to verify maximum performance.
 3. Conduct certification testing of five (5) aerial ladders and 910 feet of ground ladders.

4. Train and maintain all three (3) Fire Equipment Mechanics as Emergency Vehicle Technicians.
 5. Maintain reserve fire apparatus for ready availability by placing full complement of equipment on each reserve vehicle (5).
 6. Procure equipment needed to continue a comprehensive maintenance program.
 7. Continue a comprehensive preventative maintenance program with regularly scheduled service for nine (9) EMS rescue vans, one (1) Air Support Vehicle, one (1) Air Support Trailer and three (3) EMS Special Events ATV's.
- Reduce on the job injuries by maintaining department-wide safety program
 1. Continue employee/management safety committee meetings on a quarterly basis.
 2. Maintain accountability system program as per NFPA, OSHA.
 - Maintain a quality training program to increase professionalism, enhance service delivery and comply with OSHA mandates, ISO and NFPA Standards.
 1. Provide eight (8) hours of Hazardous Materials Awareness training to 205 employees.
 2. Provide eight (8) hours of Confined Space Rescue Awareness training to 205 employees.
 3. Provide continuing training in Confined Space Rescue operations per OSHA Standard 29 CFR 1910.146.
 4. Provide continuing training in Trench Rescue Operations per OSHA Standard 29 CFR 1926.650.
 5. Provide continuing training in Rope Rescue I & II & III.
 6. Rapid Intervention Team 1 half day per firefighter per year.
 7. Half Day (3 hours) Drills 8 per year.
 8. Half Day (3 hours) Multi-Company Drills 4 per year.
 9. Night Drills (3 hours) 2 per year.
 10. Company Training (@ Stations) 20 hours per firefighter per month.

11. Classes for Officers 2 days/year per officer.
 12. Driver and Operator Training 4 half day classes per year.
 13. Training on Radio Activity 1 half day per firefighter per year.
 14. Recruit Training 240 hours per recruit.
- Maintain adequate amounts of quality fire hose to meet ISO and NFPA Standards.
 1. Conduct an annual inventory for 40,000 feet of fire hose.
 2. Conduct annual fire hose pressure testing on each section to ensure serviceability.
 3. Purchase and place into service a quantity of new fire hose to bring the inventory up to standards and to replace unserviceable hose as per NFPA standards #1961 and #1962.
 - Maintain a quality compressed breathing air program.
 1. Conduct quarterly compressed breathing air quality analysis.
 2. Purchase SCUBA gear to replace units that have to be replaced or retrofitted due to serviceable lifetime expectancy (18 Units in service).
 3. Perform visual examinations and required tests on 80 compressed breathing air cylinders on a daily basis by user personnel and semi-annually by certified breathing air technicians.
 4. Continue to increase the level of safety of personnel performing confined space/trench rescue and other special operations by purchasing equipment per OSHA and NFPA recommendations and standards.
 - Continue work on the new cad/fire records system.
 1. Continue to oversee implementation of the new system.
 2. Train personnel in the proper use of the new system.
 3. Continue a basic quality assurance program as per the Clawson Protocol.
 4. Update Standard Operating Procedures for PSCU (Public Safety Communication Unit).

- Continue to direct the department participation in the South Florida Urban Search and Rescue Task Force.
 1. Continue to train personnel in urban search and rescue operations in coordination with other participating Departments.
 2. Send one-(1) USAR personnel to an advanced FEMA USAR course in an appropriate discipline.
 3. Assist in inventory, packaging and maintaining the Task Force equipment cache.
 4. Hold semi-annual disaster drills simulating hurricanes, structural collapse etc., to evaluate team preparedness and performance.
- Increase the Fire Department's service delivery by establishing a technical rescue capability.
 1. Continue to train personnel in Technical Rescue Operations and drill 12 times per year.
 2. Procure the proper types and amounts of rescue equipment for safe and efficient operations.
 3. Continue training personnel on specialized rescue techniques.
 4. Attain operational status in Building Collapse. This is the final remaining special operations discipline needed by the department.
 5. Maintain training site for in-service training of Technical Rescue Operations in cooperation with Public works.

Performance Measurements

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Projected</u>	<u>2005 Estimated</u>
Fire hose replacement Purchased and placed in Service.	68	0	50	50
New bunker gear purchased and Issued to personnel.	30	30	10	8
Firefighter recruits trained.	6	15	8	8

Rescue SCUBA Divers Trained and certified.	18	20	20	12
Preventive Maintenance Performed on apparatus.	62	66	66	66

Financial Summary

Support Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 1,083,162	\$ 1,199,003	\$ 1,248,504	\$ 1,280,481	\$ 1,335,107
Operating Expenses	221,222	168,974	210,785	182,488	213,619
Internal Service Charges	182,155	191,547	184,558	180,001	180,113
Capital	13,471	11,860	60,000	58,125	22,500
TOTAL	\$ 1,500,010	\$ 1,571,384	\$ 1,703,847	\$ 1,701,095	\$ 1,751,339
Budgeted Positions	12	12	12		12

Budget Highlights

- This budget reflects an increase of \$49,221 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA, and insurance increases.
- This division has funding for 8 sworn personnel and 4 civilian personnel.

OCEAN RESCUE

(formerly Beach Patrol)

Mission

The Ocean Rescue staff serves as the ambassadors of good will, and guardians of the estimated 11 million people who annually visit the City's number one asset, the Beach. The Beach is, without question, the driving force of our tourism based economy and the number one recreational activity for our residents, tourists and day guests. We are committed to excellence in Public Service and dedicated to ensuring every patron visiting our beach has a safe, enjoyable and customer friendly experience. To accomplish this the Ocean Rescue Division recruits and trains highly qualified lifeguards, and implements quality ocean rescue/lifeguarding procedures and techniques by utilizing a combination of a rescue boat, personal watercraft (jet skis), all-terrain vehicles, and rescue boards in responding to emergencies.

The following are the guarded public beach areas along Miami Beach. Each location is staffed with professional personnel trained in Life Saving and Emergency Medical Care, with emergency supplies readily available.

Jetty	10 th Street	21 st Street	64 th Street	83 rd Street
South Pointe	12 th Street	29 th Street	72 nd Street	85 th Street
1 st Street	13 th Street	35 th Street	74 th Street	
3 rd Street	14 th Street	41 st Street	77 th Street	
6 th Street	15 th Street	46 th Street	79 th Street	
8 th Street	17 th Street	53 rd Street	81 st Street	

Major Accomplishments

- Trained and certified all 65 full-time lifeguards, in Automated External defibrillation (AED)
- Trained and recertified all 65 full-time lifeguards in Jet Ski operation and rescue
- Trained and recertified all 65 full-time lifeguards in All-Terrain Vehicle operation
- Fifty of our sixty-five lifeguard personnel are now certified Emergency Medical Technologists.

- Guarded over 11 million beach visitors
- Rescued 895 victims from drowning
- Assisted 987 people who were having difficulty getting out of the ocean
- 159,280 preventive actions, including:
 1. moving people out of rip currents
 2. guiding bathers away from the rock jetty
 3. keeping bathers inside the swimming area
 4. advising bathers to exit the water and beach during lightning storms
- Provided major medical care to 116 victims of:
 1. drowning
 2. heart attack
 3. heat exhaustion
 4. diabetic problems
 5. stroke
 6. epileptic seizures
 7. severe bleeding
- Handled 12,665 cases requiring minor first aid (cuts, bruises, and abrasions)
- Cared for 9,913 cases of Man-0-War, Jelly Fish, and Sea Lice stings
- Reunited 361 lost persons
- Enforced 46,647 violations of beach rules, laws and ordinances
- Advised and moved 2,968 boat intruders in the swimming area
- Advised and moved 5,542 jet ski intruders in the swimming area

- Conducted our second successful summer Jr. Lifeguard program, whose enrollment increased from 30 to 45 children
- Participated in the first annual Mayor's Charity Boxing Tournament, raising \$40,000 for the Police Athletic League and Victims In Distress
- Transported 26 injured sea birds to Pelican Harbor Bird Sanctuary

Goals and Objectives

- Provide and maintain public safety on the City's twenty-six guarded public beach areas
 1. Offer lifeguard protection to approximately 11 million beach patrons annually
 2. Provide public safety, seven days a week
 3. Utilize the Ocean Rescue's Rescue Boat in response to emergencies and provide safe swimming areas by preventing boat intrusions
 4. Maintain or replace safety rope lines at 12 public beach locations
 5. Maintain and/or replace approximately seventy-five (75) vessel exclusion / swim area buoys
 6. Warn and advise the public of dangerous conditions in order to prevent injury or loss of life
 7. Provide beach access to disabled citizens
 8. Provide quality customer service
 9. Reduce response time and increase lifeguard mobility using All Terrain Vehicles and Jet Skis
- Provide ocean water safety education and other training programs to our staff and public
 1. Maintain certification in CPR, First Aid, ATV, Jet Ski, and Lifeguarding for all lifeguard personnel
 2. Complete annual performance evaluations for 65 full-time and 30 temporary Ocean Rescue employees

3. Offer water safety seminars to interested residents, school students and organizations
 4. Work in conjunction with the American Red Cross, American Heart Association, and the E. M. S. Advisory Council to promote aquatic safety
 5. Provide additional training to personnel in order to expand their knowledge and enhance performance in the area of ocean water safety, emergency care and rescue
 6. Provide a junior lifeguard program enhancing water safety awareness, and preparing future lifeguards
 7. Provide quality customer service training to all our personnel
 8. Provide training to the staff in the proper use of specialized equipment to include the automatic external defibrillators
- Input observations to the National Weather Atmospheric and Oceanic Administration
 1. Provide a minimum of 365 weather reports annually
 2. Report “water spouts” which develop offshore (average 30 per year)
 - Provide information and recommendations on beach related services and concessions
 1. Give input to the Marine Authority on beach concessions, specifically water safety related
 2. Monitor concessionaire’s activities in order to advise Code Enforcement, or other authorities of their performance and compliance to City codes, and rules
 3. Log and compile beach related information
 4. Report unusual beach erosion activity to the Army Corps of Engineers, and City officials
 5. Provide assistance to the advertising, and movie industry
 6. Assist in providing safety at special events on the beach
 7. Provide information to media representatives

Performance Measurements

	2002 Actual	2003 Actual	2004 Projected	2005 Estimated
Provided protection to Beach patrons	11,318,209	11,142,000	11,300,000	11,500,000
Victims rescued	518	895	900	900
Out-of-ocean assists	1,383	987	1,300	1,550
Preventive actions	147,409	159,280	160,000	160,000
Major medical victims	138	116	140	150
Minor first-aid victims	13,946	12,665	14,000	15,000
Man-O-War, Jelly Fish, and Sea Lice cases	8,227	9,913	10,000	10,000
Lost persons reunited	436	361	450	500
Beach rules, laws and ordinances enforced	44,879	46,647	43,000	46,000
Boat intrusion advisements (into swimming areas)	5,162	2,968	5,300	5,500
Jet Ski intrusion advisements (into swimming areas)	7,114	5,542	6,500	7,500

Financial Summary

Ocean Rescue Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Salaries & Benefits	\$ 3,523,619	\$ 3,810,459	\$ 4,172,451	\$ 4,245,748	\$ 4,459,930
Operating Expenses	48,548	37,786	209,577	79,398	117,236
Internal Service Charges	897,175	833,327	1,025,814	993,730	960,151
Capital	83,943	0	0	10,000	0
TOTAL	\$ 4,553,285	\$ 4,681,572	\$ 5,407,842	\$ 5,328,876	\$ 5,537,317

Budgeted Positions

General Fund	68 + 50 PT	68 + 50 PT	68 + 50 PT	68 + 50 PT
RDA	0 + 0 PT	0 + 0 PT	9 + 2 PT	0 + 0 PT
	<u>68 + 50 PT</u>	<u>68 + 50 PT</u>	<u>77 + 52 PT</u>	<u>68 + 50 PT</u>

Budget Highlights

- Funding of \$68,216 will provide upgrading of 2 lifeguard positions from part time to full time to staff a lifeguard stand at 41st Street.

Departmental Budget History

FY 03/04

- Beginning in FY 04, the Ocean Rescue Division was moved from the Parks & Recreation Department to the Fire Department.
- This budget reflects an increase of \$75,468 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA, and insurance increases.
- This division has funding for 113 sworn personnel and 2 civilian personnel.
- This budget reflects an increase of \$62,143 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit COLA and insurance increases.
- This division has funding for 73 sworn personnel and 2 full time and 1 part-time civilian personnel.

- This budget reflects an increase of \$15,516 over last year in City contributions to the Police and Fire Pension Plan and provides for projected merit, COLA and insurance increases.
- This division has funding for 12 sworn personnel and 9 civilian personnel.
- This budget reflects an increase of \$51,951 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and insurance increases.
- This division has funding for 8 sworn personnel and 4 civilian personnel

FY 02/03

- This budget reflects an increase of \$2,092,311 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and merit increases.

FY 01/02

- Reclassification of existing Suppression Division Chief to Assistant Fire Chief (\$5,286).
- This budget includes \$65,000 for temporary housing while Fire Station #4 is under construction.
- This budget reflects an increase of \$1,286,609 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and insurance increases.
- This budget contains funding of \$15,000 for strategic planning.
- Funding of \$137,280 is provided to place in service a Peak Period Response Advanced Life Support Rescue Unit for the North beach area. However, to the economic conditions pursuant to the events of September 11, 2001, this program was deferred.
- This budget provides funding of \$6,680 for (4) additional computers to increase division efficiency.
- This budget provided \$65,575 for enhanced class "A" uniforms that meet industry standards and provide a consistent uniform appearance for the whole department. However, to the economic conditions pursuant to the events of September 11, 2001, this enhancement was deferred.

- ASHP Smoke Fog Generator for safe training in a non-toxic smoke atmosphere is funded for \$890.

FY 00/01

- Funding for five additional firefighters and the reclassification of two lieutenant positions to create one captain position in Support Services and one captain position in Prevention (\$82,478).
- Funding (\$300,550) to purchase capital items. Of this amount \$71,000 is to cover temporary facilities during the reconstruction of fire station #4. Additional components including Thermal Imaging Cameras (\$40,000), Onan Power Generator (\$65,000) and a Twin Post above-ground vehicle lift (\$28,000) funded from general obligation bond funds.
- This operation is supported by \$1,313,000 from rescue transport fees, \$15,000 from off-duty administration fees, \$110,000 from fire plan review, \$78,000 in firefighter state education supplement revenues, \$350,000 from annual fire inspection fees, \$3,700 from over-crowding fines, and \$10,000 from hydrant flow tests.
- Funding in the net amount of \$85,874 is provided for an Emergency Preparedness Coordinator position which was created mid-year in FY 99/00.
- Includes \$19,000 to fund two firefighters in the last quarter of FY 2000/01 in anticipation of vacancies as a result of the retirement Drop Plan.
- Funding for the replacement of two rescue vehicles and eight sedans (\$434,586) is provided within the Fleet Management Fund.

FY 99/00

- Funding is included in this budget for four new positions: two Fire Code Protection Analysts, (\$140,848), a Clerk Typist (\$22,616), and an Administrative Assistant I (\$30,481) for the Fire Prevention Division; as well as the reclassification of one Lieutenant to the position of Captain (\$4,130) in the Fire Rescue Division.
- This budget includes capital funds for the purchase of hurricane panels for Fire Station #2 (\$26,000), medical equipment (\$106,900), computer equipment (\$9,000), and eighty-five self-contained breathing apparatus to comply with OSHA standards (\$150,000).
- Funds for the replacement of six vehicles (\$97,627) are provided within the Fleet Management Fund.

- This operation is supported by \$1,158,580 from rescue transport fees, \$11,000 from off-duty administration fees, \$96,000 from fire plan reviews, and \$70,000 in firefighter state education supplement revenues, \$340,000 from annual fire inspection fees, \$10,000 from over-crowding fines, and \$6,000 from hydrant flow tests.

FY 98/99

- This operation is supported by \$1,228,500 from rescue transport fees, \$9,000 from off-duty administration fees, \$81,000 from fire plan reviews, and \$80,000 in firefighter state education supplement revenues, \$350,000 from annual fire inspection fees, and \$10,000 from over-crowding fines.
- Funding for the replacement of seven vehicles (\$152,043) provided within the Fleet Management Fund.
- This budget includes funds for the purchase of three defibrillators (\$10,000) to provide life saving defibrillation at special events and for required training.
- \$142,000 of repairs and renovations at Fire Stations 1, 2, and 3 will be financed in FY 98/99. In addition, \$61,050 has been provided for furniture.
- This budget reflects the funding of 12 of 22 currently unfunded vacant positions.

CITYWIDE ACCOUNTS

The Citywide Accounts are a category of budget allocations for expenditures related to the City's operating fund that are not readily identifiable to any specific department.

EMPLOYEE COSTS

- Funds in the amount of \$1,185,900 are provided for payment of final accumulated employee leave balance settlements upon separation from the City.
- 401(A) Disability provides \$87,900 for disability insurance for employees selecting the "defined contribution" plan. Disability provisions are contained in the "defined benefit" plans for other employees.
- Funding has been allocated to provide \$30,000 for Employee Tuition Reimbursement and \$25,000 for Citywide Computer Training.

COMMUNITY SERVICES

- This budget provides \$150,000 for holiday decorations.
- E-911 Emergency provides separate accounting for the use of E-911 telecommunications surcharge. Estimate of \$505,000 is based on a monthly charge of 50 cents per telephone line on all telephone lines in the City of Miami Beach.

SOCIAL SERVICES

- Social Services category totals \$106,856, which is allocated to the Greater Miami Jewish Federation (\$46,930), Douglas Gardens Community Mental Health Center (\$21,660), Miami Beach Community Health Center (\$21,660), and the Boys and Girls Club (\$16,606). This reflects a 5% decrease from the prior year due to economic conditions.

CONTRIBUTIONS

- \$152,000 contribution to the Cultural Arts Council for special events is reimbursed to the General Fund by a contribution from Resort Taxes.
- The budget provides \$152,475 for the Miami Beach Garden Conservancy, Inc. for the operations of the Miami Beach Botanical Garden.

- On May 5, 2004 the City Commission approved Resolution No. 2004-25563 appropriating \$2,000,000 to fund the cost of library books for the new regional library in Miami Beach.

CITY SERVICES

- Special Projects funding of \$536,013 is provided for studies and projects that may be needed during the year. A breakdown of these costs follows on the next page.
- Allocation of \$60,000 for maintenance and repair of bus benches throughout the City.
- Funds have been allocated for utilities, maintenance and security in the amount of \$190,000 at Old City Hall and \$480,000 at the 777 17th Street Building.
- Special services are provided in the South Beach area by Property Management (\$461,433).
- Principal and interest expense for Capital Projects Loan \$200,000.
- Allocation of \$500,000 is provided for principal and interest expense for the FPL Undergrounding Utilities project.

CONTINGENCY

- Provides for an operating contingency of \$1,000,000 for unforeseen expenses.
- Provides for an undesignated contingency of \$300,000 for projects to be funded throughout the year at the City Manager's discretion.

CITYWIDE COST CENTERS

EXPENDITURE CATEGORY	ACTUAL 2001-02	ACTUAL 2002-03	ADOPTED 2003-04	PROJECTED 2003-04	ADOPTED 2004-05	PROP-ADPT INC/(DEC)
EMPLOYEE COSTS						
Accumulated Leave	942,899	2,116,553	1,000,000	1,347,202	1,185,900	185,900
Police/Fire Pensn Admin/Relief Fd	3,123	1,665	4,000	2,962	4,000	0
401A Disability	70,871	79,147	87,900	81,610	87,900	0
415 Excess Pension Plan	5,905	41,947	0	89,930	90,000	90,000
Tuition Assistance Reimb.	0	0	26,000	33,856	30,000	4,000
Citywide Computer Training	0	0	25,000	0	25,000	0
Subtotal	1,016,893	2,239,312	1,142,900	1,555,560	1,422,800	279,900
COMMUNITY SERVICES						
Holiday Decorations	151,755	123,322	150,000	151,462	150,000	0
E-911 Emergency-Wireless	0	0	124,000	119,030	140,000	16,000
E-911 Emergency	693,551	713,780	480,000	750,768	365,000	(115,000)
Subtotal	845,306	837,102	754,000	1,021,260	655,000	(99,000)
SOCIAL SERVICES						
Hot Meals-JVS	52,000	52,000	49,400	49,400	46,930	(2,470)
Douglas Gardens	24,000	24,000	22,800	22,800	21,660	(1,140)
Stanley C. Myers	24,000	24,000	22,800	22,800	21,660	(1,140)
Boys and Girls Club	18,400	18,400	17,480	17,480	16,606	(874)
Subtotal	118,400	118,400	112,480	112,480	106,856	(5,624)
CONTRIBUTIONS						
Colony Theater	54,052	28,519	0	1,907	0	0
Cultural Arts Council	(11,250)	160,000	152,000	152,000	152,000	0
Garden Center	160,400	160,500	152,475	165,007	152,475	0
Miami Beach Library	0	0	0	2,000,000	0	0
Subtotal	203,202	349,019	304,475	2,318,914	304,475	0
CITY SERVICES						
External Auditor	71,600	110,175	113,000	109,100	115,000	2,000
Special Projects*	1,459,833	475,119	286,800	894,515	536,013	249,213
Bus Benches	50,746	71,933	40,000	55,271	60,000	20,000
Byron Carlyle Theatre	14,001	69,095	35,000	35,000	0	(35,000)
Old City Hall	241,774	339,565	150,000	201,822	190,000	40,000
777 17th Street	118,436	681,890	358,500	408,228	480,000	121,500
South Beach Area	582,662	476,087	474,330	452,423	461,433	(12,897)
Middle Beach Area	91,905	93,674	0	0	0	0
North Beach Area	114,312	75,744	0	0	0	0
State Court Costs Article V	0	0	0	0	100,000	100,000
Capital Projects Loan (P & I)	0	0	200,000	0	200,000	0
FPL Undergrounding Utilities	497,715	497,715	500,000	497,715	500,000	0
Water/Sewer City Usage	897,226	1,410,012	1,172,198	1,052,900	1,100,000	(72,198)
Street/Street lights	461,758	385,326	525,000	325,223	500,000	(25,000)
Lobbyist- State & Federal	183,955	176,000	180,000	180,000	180,000	0
Subtotal	4,785,922	4,862,335	4,034,828	4,212,197	4,422,446	387,618
CONTINGENCY						
Undesignated Contingency*	86,010	44,274	300,000	0	300,000	0
Operating Contingency	0	0	916,568	0	1,000,000	83,432
Subtotal	86,010	44,274	1,216,568	0	1,300,000	83,432
TOTAL	7,055,732	8,450,442	7,565,251	9,220,411	8,211,577	646,326

CITYWIDE COST CENTERS (Continued)

EXPENDITURE CATEGORY	ACTUAL 2001-02	ACTUAL 2002-03	ADOPTED 2003-04	PROJECTED 2003-04	ADOPTED 2004-05	PROP-ADPT INC/(DEC)
SPECIAL PROJECTS DETAIL*						
Actuarial Concepts	11,460	0	0	0	0	0
All Sound Equipment	254,000	0	0	0	0	0
Bridge House-Lincoln Rd Map	0	16,431	0	0	0	0
Charter Media Advertising	0	9,050	0	0	0	0
Citizen Survey**	0	0	0	35,000	0	0
CMB Retreat**	14,978	27,911	0	39,267	0	0
Comcast Advertising	0	5,100	0	0	0	0
Corporate Run	1,306	1,687	0	0	0	0
Corzo Castella Carballo-Settle**	0	0	0	25,000	0	0
DadeCounty Days	4,450	5,000	5,000	5,000	5,000	0
Daniel Davis-debar reg architect	15,018	0	0	0	0	0
Economics Research**	0	54,483	0	64,677	0	0
Festival of the Arts	0	0	0	0	30,400	30,400
Florida Development**	0	0	0	24,000	0	0
Graffiti control	7,355	0	0	0	0	0
Hazen & Sawyer**	0	0	0	45,597	0	0
HDR Engineering**	0	0	0	13,700	0	0
Herald Publishing	0	4,200	0	0	0	0
Homeless Job Program	0	0	0	0	45,000	45,000
Hotel Training Program (City Match)	0	0	25,000	0	0	(25,000)
I.F. Multicultural Interactive	63,454	0	0	0	0	0
ISTEA Venetian Cswy Match	0	0	65,000	0	65,000	0
Jewish Museum	0	0	0	0	55,000	55,000
July 4th Celebration	9,888	0	0	0	20,000	20,000
Latin Chamber of Commerce	0	0	0	0	20,000	20,000
Laumar Roofing**	0	0	0	49,745	0	0
Lincoln Road Marketing**	0	0	0	20,646	0	0
MBTMA	0	2,400	0	0	0	0
Miami Beach Chamber/Visitor Ctr	20,000	25,000	25,000	25,000	25,000	0
Miami Beach Watersports Mktg.	5,000	0	0	0	0	0
Miami Design Preservation League	0	0	0	0	25,000	25,000
Monuments	0	0	0	0	30,000	30,000
North Beach Development Corp.	0	25,000	20,000	20,000	20,000	0
Nu Tech Engineering**	0	0	0	9,348	0	0
Orange Bowl	0	0	0	0	18,750	18,750
PAN Building-Electricity, etc.	34,424	32,527	0	24,308	0	0
Pierce Manufacturing	172,700	0	0	0	0	0
PNM Settlement	450,000	0	0	0	0	0
Police Station Renovations**	0	0	0	210,000	0	0
Prestige Laboratories Settlement	0	38,500	0	0	0	0
RachlinCohen	3,600	0	0	0	0	0
Replacement of cabling system	23,600	0	0	0	0	0
Saturn Construction	0	3,850	0	0	0	0
Sigma Communications**	0	0	0	53,986	0	0
Sister Cities	28,000	21,686	16,000	10,407	15,200	(800)
SOBE Spay & Neuter	5,000	5,000	5,000	0	5,000	0
S Beach/Grtr Miami Hisp. Chamber	0	0	0	0	20,000	20,000
Southern Coast Enterp.-roof repair	160,062	0	0	0	0	0
Universal Weather**	0	5,250	0	3,300	0	0
URS Construction	23,600	0	0	0	0	0
U.S. Security	33,063	0	0	0	0	0
Voter Guides**	0	0	0	46,319	0	0
Works- P Card Implementation**	0	7,000	0	5,000	0	0
Other**	24,225	64,969	0	38,415	0	0
Normandy Shores District	94,650	120,000	125,800	125,800	136,663	10,863
Subtotal	1,459,833	475,119	286,800	894,515	536,013	249,213

** Funded by contingencies in fiscal year 2004.

Capital Replacement and Renewal

Miami Beach has continued to expand its facilities and infrastructure in response to the desire of so many who wish to live, work, and play in our vibrant, tropical, and historic community. The City currently maintains a vast number and variety of buildings, structures and facilities, hundreds of acres of recreational and open space, significant public art pieces, and hundreds of miles of streets, sidewalks and alleys. However, existing funding levels do not provide for major capital renewal and replacement projects and these projects often are deferred many years beyond their useful life. Further, as a result of the current \$400 million capital improvement program, there will be a significant increase in additional maintenance needs. Over the next couple of years, we will be bringing on line approximately 15 additional miles of sidewalks and 22 miles of curbing; 1,924 additional streetlights and 1,043 additional uplights (a 30% increase combined); new parks still to be designed (Flamingo, South Point, Collins, Altos Del Mar, the Garden Center, Fairway, Muss and Washington parks) – all of which will be competing with general fund services as well as with rising costs due to such factors as union contracts, personnel costs and the cost for contractual services.

To ensure that these projects are funded and addressed when needed, it is essential to establish a separate reserve with a dedicated source of funding. The FY 2004/05 adopted budget establishes this reserve with first year funding in the amount of \$1.347 million to be used exclusively to provide for renewal and replacement of capital items related to our facilities and infrastructure over and above the \$27.4 million already included in the City's Adopted FY 2004/05 Budget. The intent of the fund is to supplement the existing maintenance funding to address major capital renewal and replacement needs for general fund departments

The funding of this restricted account was accomplished by adding the amount of the FY 2004/05 Debt Service Millage reduction ($0.874 - 0.748 = 0.126$ mills) to the FY 2004/05 General Operating Millage ($7.299 + 0.126 = 7.425$). Therefore, the overall City millage would not increase but would remain at 8.173 as it was in FY 2003/04. City property owners would pay the same total tax millage for FY 2004/05 as they did in FY 2003/04.

	" Dedicated Millage For Capital Replacement and Renewal "		
	Tax Levy		
	FY 2003/04	FY 2004/05	Inc/(Dec)
General Operating	7.299	7.425	0.126
Debt Service	<u>0.874</u>	<u>0.748</u>	<u>(0.126)</u>
TOTAL	<u>8.173</u>	<u>8.173</u>	<u>(0.000)</u>

As assessed values in the City continue to rise over the upcoming years, the cost of debt service on outstanding general obligation bonds will be spread over a larger value resulting in a decrease in debt service millage each year. If the City were to continue this process, thereby, adding the decrease in debt service millage each year to the general operating millage until the amount of the millage associated with maintenance reached 0.5 mills, it would generate (based on today's value of a mill) approximately \$6.75 million for additional infrastructure maintenance each year. Once this level is reached, the total millage will continue to decrease providing room for future GO bond issuances should the Commission and the community wish to pursue future issues.

The millage usage will be reviewed and approved each year by the City Commission as part of the budget process.

PROJECT	FY 2004/05 ADOPTED BUDGET
Replace Floors at Fire Stations 1 and 3	\$80,000
Reserves (Projects to be determined)	\$1,267,070
TOTAL	\$1,347,070

CITY OF MIAMI BEACH

CITYWIDE MAINTENANCE AND REPAIRS ALLOCATION

FY 2004/05 (ADOPTED)

The Administration, in an effort to maintain the City of Miami Beach as a world- class city, has positioned a cooperative team of well-trained professionals responsible for the upkeep and routine maintenance of City-wide assets and facilities. The City has and continues to make a significant investment in the preservation and enhancement of its assets. The City has earmarked approximately \$27.4 million in FY 2004/05 for this effort.

The City's FY 2004/05 Citywide Maintenance and Repairs allocation is comprised of funds earmarked for the following types of facilities and or functions:

<u>FACILITY/FUNCTION</u>	<u>FY 2004/05 Projection</u>
Parks & Playgrounds	\$6,528,613
Public Works – Streets & Sidewalks	6,061,902
Utilities	4,011,000
Parking Garages & Surface Lots	2,950,766
Public Safety Facilities	1,742,059
Administrative Facilities	1,619,076
Landscape	1,597,936
Fleet Maintenance	1,588,100
Cultural Facilities	1,068,453
Other Facilities	225,858
TOTAL	\$27,393,763

Last year's maintenance allocation included only a preliminary look at the City's maintenance costs. This year, in an effort to prepare a more comprehensive look at the City's maintenance costs, additional items have been included that were not part of last year's allocation.

Items that were added this year are salaries & wages and overhead costs that are directly associated with upkeeping and routine maintenance. This inclusion has led to an increase in the maintenance allocation when compared to last year's allocation, especially for the Public Works, Parks & Recreation and Property Management departments.

Due to the inclusion of salaries & wages and overhead, the Public Works maintenance allocation increased by approximately \$5.5 million, Parks & Recreation increased by

approximately \$2.9 million, and the Property Management increased by approximately \$2.1 million.

Two other items that are included in this year's maintenance allocation are the maintenance costs for the Fleet Management division, which accounts for about \$1.6 million of this year's maintenance allocation, and the maintenance costs of the Miami Beach Convention Center and Jackie Gleason Theater, which accounts for approximately \$650,000 of the maintenance allocation.

The City's Adopted FY 2004/05 Maintenance and Repairs allocation is comprised of efforts from the following Departments and Divisions:

<u>Department / Division</u>	<u>FY 2004/05 Projection</u>
Public Works (Streetscape & Utilities)	\$9,669,226
Facilities Management (Internal Services)	7,361,013
Parks & Recreation (Parks, Tot Lots, & Landscape)	5,367,090
Parking (On Street & Off Street)	2,758,334
Fleet Management	1,588,100
Convention Center & Jackie Gleason Theater	650,000
TOTAL	\$27,393,763

The Departments and Divisions providing maintenance and repair services strive to provide efficient, accountable, and courteous services that enhance the quality of life for all who live, work, and play in our vibrant, tropical, and historic community.

The City through its urban planning efforts strives to provide timely and reliable public infrastructure services including road and streetscape maintenance; storm water, solid waste and wastewater repairs; facilities maintenance, landscape maintenance, and parks maintenance. The City, through its various Departments and Divisions, ensure that City-wide assets are preserved and maintained. The City strives to enact programs which will beautify and improve urban and residential areas, public facilities, and city-wide infrastructure.

Maintenance and Repairs Allocation

Preparation of the Maintenance and Repairs allocation occurred simultaneously with the development of the FY 2004/05 Proposed Operating Budget. City Departments along with the Office of Management and Budget and the Finance Department corresponded in order to compile the data necessary for this document.

The Maintenance and Repairs allocation lists line item budgets for both current and new city-wide maintenance programs necessary to maintain, improve, and enhance public facilities and infrastructure to meet the service demands of residents and visitors to the City of Miami Beach.

The proposed allocation totals \$27,393,763 and includes 124 identified category areas.

Category Areas

The following areas have been identified by the City as key concerns where available maintenance and repair funds will be expended:

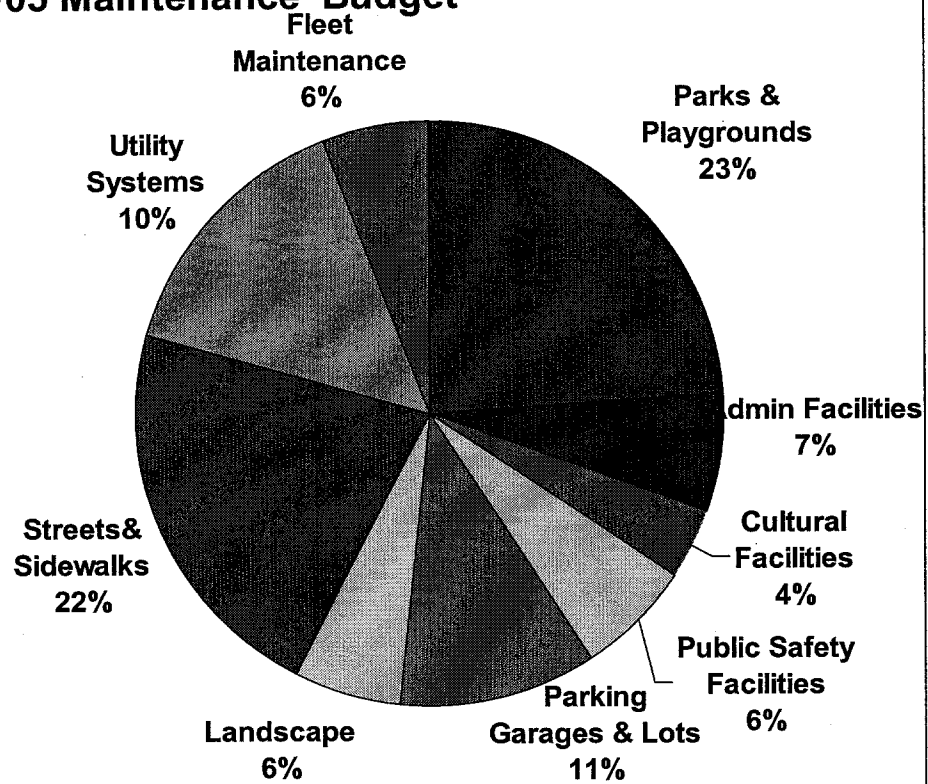
- Facilities Management (Property Management)
 1. Parks & Recreation Facilities (i.e. Youth Centers & Tot Lots)
 2. Cultural Facilities
 3. Administrative Facilities
 4. Public Safety Facilities
 5. Public Work Facilities
 6. Parking Garages
- Parks and Recreation Maintenance
 1. Parks Maintenance
 2. Landscape Maintenance
 3. Playground Replacement
- Public Works (Streetscape & Utilities)
 1. Streets and Streetlights System Maintenance
 2. Storm Water Collection System Maintenance
 3. Water Distribution System Maintenance
 4. Sanitary Sewer System Maintenance
 5. Sanitation Services
- Parking (Off Street & On Street)
 1. Garage Maintenance
 2. Sign & Pavement Markings

3. Parking Meters

4. Lot Maintenance

- Fleet Maintenance
- Convention Center & Jackie Gleason Theater

FY2004/05 Maintenance Budget



**CITY OF MIAMI BEACH
CITYWIDE MAINTENANCE & REPAIRS ALLOCATION
FY 2004/05 (ADOPTED)**

PROGRAM	MAINT. COSTS	CATEGORY TOTAL	PROGRAM TOTAL
PARKS & RECREATION - PARKS, TOT LOTS, & LANDSCAPE			
Parks & Landscaping Maintenance Division			
Parks & Landscaping Staff Salaries	\$2,944,620		
Pressure Washing (15 Parks)	104,225		
Boardwalk Maintenance Contract	120,000		
Contract Pest Control Services	78,239		
Contract Tree Pruning Services	80,000		
Allison Island Maintenance Contract	71,000		
Replacement Plant Material Contracts	60,000		
Marseille Drive Maintenance Contract	70,000		
Collins Avenue 4000-5900 Medians & Flower Installations	34,280		
North Beach Elementary	8,790		
Mowing Service Contract	470,000		
Causeway Maintenance Contract	450,000		
North Shore Project	164,630		
Washington Avenue Phase I & II, Espanola Way	127,600		
South Pointe Streetscape	99,500		
41st Street Maintenance Contract	80,610		
La Gorce / Pinetree Drive (5100-6300)	51,000		
77th Street Maintenance Contract	24,996		
Indian Creek (6300 block) Maintenance Contract	6,000		
Fleet Maintenance Entrance	3,600		
La Gorce Island Entrance	1,800		
Temporary Labor	40,000		
Orchard Park Streetscape	20,700		
Regional Library	40,000		
Irrigation Timer Repair	17,000		
Soil Sampling Service	500		
		\$5,169,090	
Replacement Fund			
Playground Equipment Replacement Fund	150,000		
Indoor & Outdoor Recreational Sport Court Resurfacing	48,000		
		\$198,000	
		Total Parks & Recreation	\$5,367,090
FACILITIES MANAGEMENT (PROPERTY MANAGEMENT INTERNAL SERVICES)			
Parks & Recreation Facilities			
Recreation	1,543,952		
Parks Maintenance	748,852		
Youth Centers	445,030		
Parks & Recreation Administrative Facility	21,625		
		\$2,759,459	
Cultural Facilities			
Convention Center	158,416		
Bass Museum	191,340		
Byron Carlyle Theater	57,947		
Jackie Gleason Theater of Performing Arts	9,637		
Colony Theater	1,113		
		\$418,453	
Administrative Facilities			
City Hall	993,279		
777 17th Street Building	301,158		
Old City Hall (including Parking Dept. Administrative Office)	209,116		
555 17th Street Building	68,857		
Fleet Management Facility	43,542		
Risk Management	3,124		
		\$1,619,076	

**CITY OF MIAMI BEACH
CITYWIDE MAINTENANCE & REPAIRS ALLOCATION
FY 2004/05 (ADOPTED)**

PROGRAM	MAINT. COSTS	CATEGORY TOTAL	PROGRAM TOTAL
Public Safety Facilities			
Police Headquarters	1,018,263		
Beach Patrol Headquarters & Lifeguard Stands	458,605		
Fire - Support Services	236,354		
Fire - Suppression	20,753		
Police Headquarters - Information Technology/Communications	8,084		
		<u>\$1,742,059</u>	
Public Works Operations Facilities			
Streets & Bridges	132,774		
Water Operations	122,004		
Sanitation	57,218		
Sewer Operations	57,096		
Storm Water	24,100		
North Beach - Property Management	4,384		
South Beach - Property Management	3,124		
Middle Beach - Property Management	2,976		
		<u>\$403,676</u>	
Parking Operations Facilities			
Parking - Off Street	192,432		
		<u>\$192,432</u>	
Other Facilities			
Normandy Isle Guard House	125,885		
City-Wide Bus Benches	78,602		
Log Cabin	21,371		
		<u>\$225,858</u>	
		Total Facilities Management	\$7,361,013
PUBLIC WORKS - STREETScape & UTILITIES			
Streets and Streetlights System Maintenance			
(includes patching over 3,000 potholes; resurfacing over 1,600 linear feet; and repairing over 3,980 streetlights)	1,140,000		
		<u>\$1,140,000</u>	
Storm Water Collection System Maintenance			
(includes over 7,000 catch basins cleaning; over 26 miles of piping cleaning; over 600 manholes inspection & cleaning; over 175 outfalls cleaning & clearing; and inspection, cleaning and redeveloping of 15 wells.)	1,647,000		
		<u>\$1,647,000</u>	
Water Distribution System Maintenance			
(includes repairing approx. 1,300 water leaks; replacing approx. 360 fire hydrants; exercising over 2,000 valves; collecting over 2,100 water samples; and performing approx. 4,000 water chlorine tests.)	2,364,000		
		<u>\$2,364,000</u>	
Sanitary Sewer System Maintenance			
(includes replacing over 2,000 linear feet of main and lateral piping; cleaning and inspecting over 150 miles of main and lateral piping; and, exercising over 150 suction and discharge valves.)	1,600,000		
		<u>\$1,600,000</u>	
Sanitation Services			
Litter Control - City Wide	1,526,371		
Litter Control - Ocean Dr. including Lummas	369,145		
Litter Control - Lincoln Road	349,806		
Beach Front Restrooms	97,984		
Pressure Cleaning - Mid Beach	79,132		
Pressure Cleaning - Collins Ave.	77,773		
Pressure Cleaning - Lincoln Road	77,773		
Pressure Cleaning - Ocean Drive	77,773		
Pressure Cleaning - Washington Ave.	77,773		
Pressure Cleaning - North Beach	69,435		
Beach Walk	68,761		
Litter Cans - City Wide	16,500		
		<u>\$2,888,226</u>	

**CITY OF MIAMI BEACH
CITYWIDE MAINTENANCE & REPAIRS ALLOCATION
FY 2004/05 (ADOPTED)**

PROGRAM	MAINT. COSTS	CATEGORY TOTAL	PROGRAM TOTAL
Environmental			
City Wide Water Way Maintenance	30,000		
		\$30,000	
		Total Public Works	\$9,669,226
FLEET MANAGEMENT - VEHICLE MAINTENANCE			
General Fund			
Police	661,000		
Parks & Recreation	166,000		
Public Works	66,400		
Fire	33,600		
South Beach Service Team	32,000		
Code Compliance	13,000		
Building Division	9,500		
CIP Office	3,600		
Neighborhood Services	2,500		
Environmental Resource	2,000		
City Manager's Office	1,750		
Plan, DD & HP	1,500		
Arts, Culture & Entertainment	1,000		
Bass Museum	1,000		
City Attorneys' Office	1,000		
City Clerk's Office	1,000		
Economic Development	1,000		
Log Cabin	1,000		
Transportation	1,000		
Parking-RDA City Center	500		
Property Mgmt. South Beach	500		
		\$1,000,850	
Enterprise Funds			
Sanitation	200,000		
Sewer Operation/Maintenance	92,000		
Parking	90,500		
Water Operation/Maintenance	73,000		
Storm Water	45,000		
Convention Center	1,500		
		\$502,000	
Internal Service Funds			
Property Management	58,000		
Fleet Management	12,500		
Central Services	4,500		
Communications	4,500		
Construction Management	2,500		
Risk Management	2,500		
Computers	750		
		\$85,250	
		Total Fleet Management	\$1,588,100
CONVENTION CENTER & JACKIE GLEASON THEATER			
Airwall Rehabilitation - MBCC	250,000		
Jackie Gleason Theater Interior Painting	150,000		
Miscellaneous Painting - MBCC	110,000		
Cleaning Equipment - MBCC & JGT	50,000		
Window Tinting - MBCC	40,000		
Landscaping General - MBCC & JGT	25,000		
Linen Replacement - MBCC & JGT	25,000		
		650,000	
		Total Convention Center & Jackie Gleason Theater	\$650,000

**CITY OF MIAMI BEACH
CITYWIDE MAINTENANCE & REPAIRS ALLOCATION
FY 2004/05 (ADOPTED)**

PROGRAM	MAINT. COSTS	CATEGORY TOTAL	PROGRAM TOTAL
PARKING - ON STREET & OFF STREET			
Garage Maintenance			
Materials, Services, & Labor	924,294	\$924,294	
Sign and Pavement Markings			
Materials, Services, & Labor	591,341	\$591,341	
Parking Meters			
Materials and Services	534,523	\$534,523	
Repair and Maintenance Supplies			
Materials and Services	364,720	\$364,720	
Landscaping and Lot Cleaning Maintenance			
Materials and Services	322,710	\$322,710	
Coin Room & Office Equipment Maintenance			
Materials and Services	20,746	\$20,746	
		Total Parking	\$2,758,334
TOTAL 2004/05 MAINTENANCE & REPAIRS ALLOCATION	\$27,393,763	\$27,393,763	\$27,393,763

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GENERAL OBLIGATION BONDS DEBT SERVICE

The purpose of issuing General Obligation Bonds is to obtain funds for various capital projects, economic and environmental improvements, and public works or public safety improvements. The City has established a 5-year Capital Improvement Plan which details planned capital improvement projects and their respective funding sources. Among the areas for improvements are: parks and recreational facilities, streets, streetlighting and bridges, fire equipment, and municipal facilities. General Obligation Bonds are issued and mandated by the public through a formal referendum vote. In the past year, the City achieved two increases in credit rating from Standard and Poors taking the City from an A to an A+ and then to a AA-.

Financial Summary

Revenue Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Property Taxes	\$ 9,644,645	\$ 10,237,793	\$ 10,200,337	\$ 10,211,408	\$ 10,134,942
Other	102,449	15,606	0	0	0
Total	\$ 9,747,094	\$ 10,253,399	\$ 10,200,337	\$ 10,211,408	\$ 10,134,942

Expenditure Area	2002 Actual	2003 Actual	2004 Budget	2004 Projected	2005 Adopted
Debt Service	\$ 9,742,435	\$ 9,518,801	\$ 10,180,755	\$ 10,180,755	\$ 10,122,153
Operating Expenses	5,716	664,333	19,582	19,582	12,789
Total	\$ 9,748,151	\$ 10,183,134	\$ 10,200,337	\$ 10,200,337	\$ 10,134,942

Budget Highlights

- The Debt Service millage rate of 0.748 is estimated to provide \$10,122,153 for debt service and \$12,789 for fees totaling \$10,134,942.

Principal and interest payments for FY 2004/05 are as follows:

Principal	\$5,975,000
Interest	<u>4,147,153</u>
Debt Service	\$10,122,153

- \$12,789 is required for paying agent's fees.

GENERAL OBLIGATION BONDS SUMMARY

as of September 30, 2004

NAME OF ISSUE	Date of Issue	Date of Maturity	Amount of Issue	Amount Outstanding
1996 G.O. Parks	01-Oct-97	2007	\$ 15,000,000	\$ 3,850,000
2000 Gulf Breeze	03-Jul-00	2020	14,090,000	13,594,010
2000 Gulf Breeze	03-Jul-00	2013	15,910,000	13,565,990
2003 G.O. Bonds	03-Jul-22	2033	62,465,000	62,465,000
TOTALS			\$107,465,000	\$ 93,475,000

The debt limit of the city is 15% of the assessed taxable valuation (excluding Tax Increment Revenue Bonds):

Taxable assessed valuation	\$14,040,817,181
Percentage applicable	15%
Debt Limit	\$ 2,106,122,577
General Obligation Bonds outstanding at September 30, 2004	(93,475,000)
Legal debt margin	<u>\$ 2,012,647,577</u>

Annual debt service requirements to maturity for general obligation bonds are as follows:

Fiscal Year Ending September 30	General Obligation Bonds Governmental Activities		
	Principal	Interest	Total
2004	\$ 5,515,000	\$ 4,665,755	\$ 10,180,755
2005	5,975,000	4,147,151	10,122,151
2006	6,060,000	3,889,277	9,949,277
2007	2,820,000	3,722,834	6,542,834
2008	2,535,000	3,615,557	6,150,557
2009-2013	13,575,000	16,499,936	30,074,936
2014-2018	16,985,000	12,989,206	29,974,206
2019-2023	17,445,000	8,246,118	25,691,118
2024-2028	12,530,000	5,181,044	17,711,044
2029-2033	<u>15,550,000</u>	<u>2,160,225</u>	<u>17,710,225</u>
	<u>\$ 98,990,000</u>	<u>\$ 65,117,103</u>	<u>\$164,107,103</u>

The City's \$15,000,000 General Obligation Bonds, Series 1996, will be repaid solely from ad-valorem taxes assessed, levied and collected. They are registered transcripts, and insured. The bonds were issued to construct, renovate and rebuild parks and recreation facilities within the City's park system.

The Gulf Breeze VDRS Series 1985B, in the amount of \$15,910,000, principal is to be repaid in thirteen annual installments commencing December 1, 2001 with interest paid semi-annually. The Gulf Breeze VDRS Series 1985E, in the amount of \$14,090,000, principal is to be repaid in seven annual installments commencing December 1, 2014 with interest paid semi-annually. The funds are being used to expand, renovate and improve fire stations and related facilities; improve recreation and maintenance facilities for parks and beaches; and, improve neighborhood infrastructure and related facilities.

On July 22, 2003, the City issued General Obligation Bonds, Series 2003, in the amount of \$62,465,000. These bonds were issued to provide funds to pay the cost of improving neighborhood infrastructure in the City, consisting of streetscape and traffic calming measures, shoreline stabilization and related maintenance facilities, and Fire Safety Projects and the Parks and Beaches projects. The Bonds will be repaid solely from ad-valorem taxes assessed, levied and collected.

RESORT TAX

Background

In 1967, the Legislature of Florida passed House Bill No. 2394 of Chapter 67-930 of the Laws of Florida. This legislation empowered cities and towns in all counties within the state of a specific population to impose, levy and collect a municipal resort tax.

In 1968, the City of Miami Beach commenced with the levy of a two percent (2%) tax on the rent of a room or rooms in any hotel, motel, rooming house or apartment house. This 2% tax was also levied upon the total sales price of all food beverages, alcoholic beverages (including beer and wine) sold at retail in any restaurant.

On November 3, 1992 an additional one percent (1%) tax on room rent was approved by referendum. This additional tax became effective on October 1, 1996 after the City entered into an agreement with a developer for a convention center headquarters hotel.

All registered businesses file, on or before the twentieth day of the month following the close of each calendar month, a report with the City of the total rents or sales prices charged and received and the amount of tax collected.

No resort tax is imposed upon:

- Federal, state or city governments, or any agency thereof;
- Nonprofit organizations;
- Rents paid by a permanent resident on his permanent place of abode;
- Rents paid by a lessee with a lease term longer than six months provided lease is not broken; and
- School lunches served to students and teachers; all hospital meals and rooms.

Allowable Uses

Allowable uses of the municipal resort tax are spelled out in Chapter 67-930 (Section 6) of the Laws of Florida, as amended, and Section 43 ½ of the City of Miami Beach Charter, as amended, as follows: the promotion of the tourist industry, which includes, but is not restricted to the following: Publicity, advertising, news bureau, promotional events, convention bureau activities, capital improvements and the maintenance of all physical assets in connection therewith; and for the payment of the reasonable and necessary expenses of collecting, handling and processing of said tax.

These allowable uses have led to increased tourist activities, such as the annual Memorial Day Weekend Hip-Hop festivities, Art Basel, and various concerts.

In addition to the uses listed above, the proceeds of the additional one percent (1%) tax are used as follows. Fifty percent of the amount earned is committed to the payment of a portion of the debt service on the Miami Beach Redevelopment Agency – City Center/Historic Convention Village Bonds. These bonds were used for the development, improvement and construction of certain public areas including a portion of the Cultural Center facilities located within the City Center District.

The remaining fifty percent is allocated equally among North Beach, Middle Beach and South Beach for the maintenance and enhancement of Miami Beach's tourist related areas. These funds were used for the following: beautification and landscaping within these areas, various art and cultural programs (Festival of the Arts, Miami MIMO Exhibits, 2nd Thursdays, etc.), and public safety.

Budget Highlights

Each year for the past 10 years, except during the year following September 11th tragedy, the collections have increased steadily due to growth of new restaurants, hotels, and tourists within the City.

In 1996, during the first year of the additional 1% tax, the City's collected over \$2 million of the 1% tax or 16% of the total taxes collected that year. The collection of the 2% tax alone has increased over 196% since 1992 and the collection of the 1% tax alone has increased over 64% since it was imposed in 1996.

The events surrounding September 11, 2001 greatly impacted tourism in Miami Beach and consequently, the collection of the related taxes suffered in fiscal year 2002. Despite the drop in collections, in fiscal year 2002, a reserve of approximately \$1 million from fund balance was provided in the Resort Tax Fund for the potential cost of City services associated with special events and holiday weekends.

Even though the economy has been sluggish, resort tax collections increased 13.1% in fiscal year 2003 and are projected to increase an additional 16.2% for fiscal year 2004.

**CITY OF MIAMI BEACH, FLORIDA
RESORT TAX FUND BUDGET - FISCAL 2005**

	2%	1%	Total
<u>Revenues:</u>			
Resort Tax	\$24,409,000	\$5,039,000	\$29,448,000
Special Assessment-North Shore	263,000		263,000
Repayment of RDA loan	4,843,534		4,843,534
Interest Income	52,500		52,500
Registration Fees	7,000		7,000
 Total Revenue	 29,575,034	 5,039,000	 34,614,034
<u>Expenditures:</u>			
<u>Personnel Costs:</u>			
Salaries & Wages	178,008		178,008
Health, Life & Dental Insurance	6,990		6,990
Pension Contributions & Other Benefits	27,993		27,993
Total Personnel Costs	212,991	0	212,991
<u>Operating Costs:</u>			
Professional Services	55,000		55,000
Internal Audit/Resort Tax Auditors' Expenditures	532,410		532,410
Telephone	50		50
Postage	500		500
Administrative Fees	26,450		26,450
Rent-Building & Equipment	3,235		3,235
Printing	100		100
Office Supplies	750		750
Other Operating Expenditures	1,000		1,000
Local Mileage	50		50
Training	2,000		2,000
Internal Service - Central Service	6,000		6,000
Internal Service - Property Maintenance	3,496		3,496
Internal Service - Communications	6,374		6,374
Internal Service - Self Insurance	16,189		16,189
Internal Service - Computers	15,520		15,520
Internal Service - Prop. Maintenance/Electrical	2,739		2,739
Total Operating Costs	671,863	0	671,863
Total Operating Expenditures	884,854	0	884,854
<u>Other Uses:</u>			
Contribution to VCA	1,171,632		1,171,632
Contribution to Bureau	5,000,000		5,000,000
Excise Tax Bonds	297,529		297,529
Other Designated Expenditures		2,519,500	2,519,500
Debt Service:			
North Shore	916,459		916,459
Gulf Breeze	707,685		707,685
TIF Bonds		2,519,500	2,519,500
Contingency	1,668,267		1,668,267
General Fund Contributions	18,928,609		18,928,609
Total Other Uses	28,690,180	5,039,000	33,729,180
 Net	 0	 0	 0

Explanation of Other Designated Expenditures:

South Beach Services	629,875	629,875
North Beach Services	629,875	629,875
Middle Beach Services	629,875	629,875
Arts	629,875	629,875
	<hr/>	<hr/>
	0	2,519,500
		<hr/>
		2,519,500

City of Miami Beach
Actual Resort Tax Collections vs. Budgeted (2%)
Projection for 2005

	Actual 2000/01	Actual 2001/02	%change	Actual/ 2002/03	%change	Budget Projected 2003/04	Actual/ Projected 2003/04	Actual 04 vs 03 %change	Budget Projected 2004/05	% increase
October	1,262,030	928,797	-26.4%	1,014,224	9.2%	1,343,398	1,282,225	26.4%	1,372,000	7.0%
November	1,347,250	1,047,867	-22.2%	1,257,182	20.0%	1,594,823	1,548,542	23.2%	1,657,000	7.0%
December	1,553,662	1,146,987	-26.2%	1,473,837	28.5%	1,879,237	1,709,242	16.0%	1,829,000	7.0%
January	1,551,363	1,546,137	-0.3%	1,753,801	13.4%	2,006,562	2,012,199	14.7%	2,153,000	7.0%
February	1,989,338	1,795,999	-9.7%	1,805,939	0.6%	2,403,838	2,392,206	32.5%	2,560,000	7.0%
March	2,044,648	1,983,849	-3.0%	2,162,270	9.0%	2,637,942	2,489,667	15.1%	2,664,000	7.0%
April	2,385,673	2,349,999	-1.5%	2,415,968	2.8%	2,061,255	2,779,753	15.1%	2,974,000	7.0%
May	1,827,087	1,635,055	-10.5%	1,970,249	20.5%	1,876,705	2,173,788	10.3%	2,326,000	7.0%
June	1,775,147	1,333,118	-24.9%	1,716,812	28.8%	1,420,161	2,177,732	26.8%	2,330,000	7.0%
July	1,322,050	1,267,368	-4.1%	1,291,035	1.9%	1,441,517	1,330,000	3.0%	1,423,000	7.0%
August	1,390,672	1,181,716	-15.0%	1,466,001	24.1%	1,484,230	1,510,000	3.0%	1,616,000	7.0%
September	1,353,555	1,261,613	-6.8%	1,379,216	9.3%	1,206,332	1,407,000	2.0%	1,505,000	7.0%
	19,802,476	17,478,505	-11.7%	19,706,534	12.7%	21,356,000	22,812,354	15.8%	24,409,000	7.0%

Assumptions:

Projected Coll 04	22,812,354	6.8% (% up over budgeted)
Budget for FY05	24,409,000	7.0% (% over proj 04 collections)

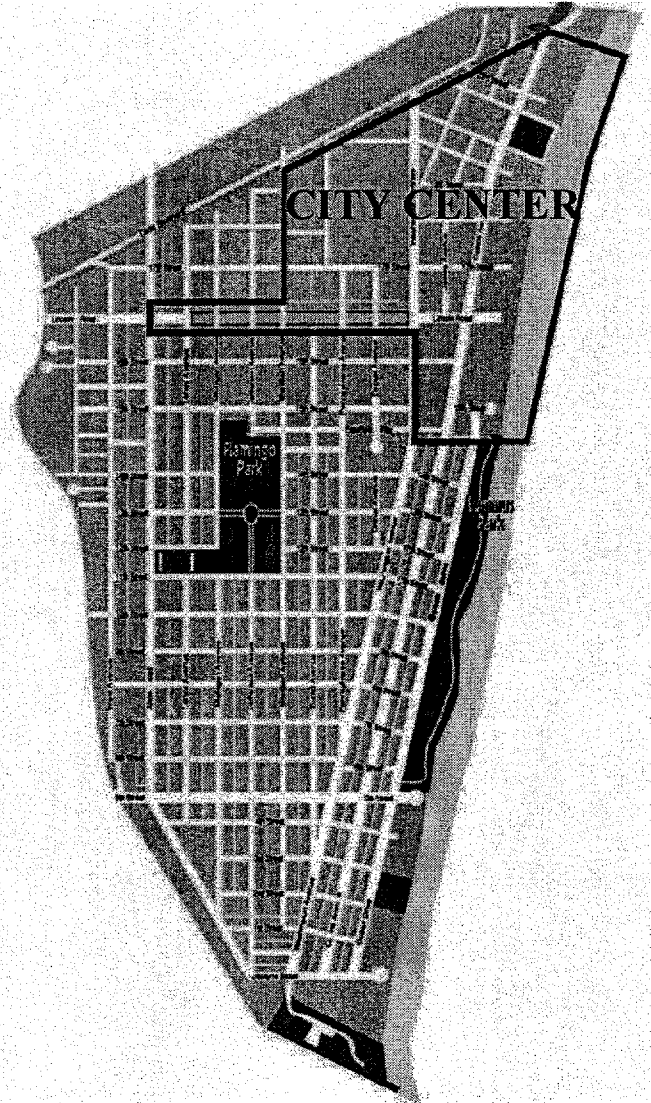
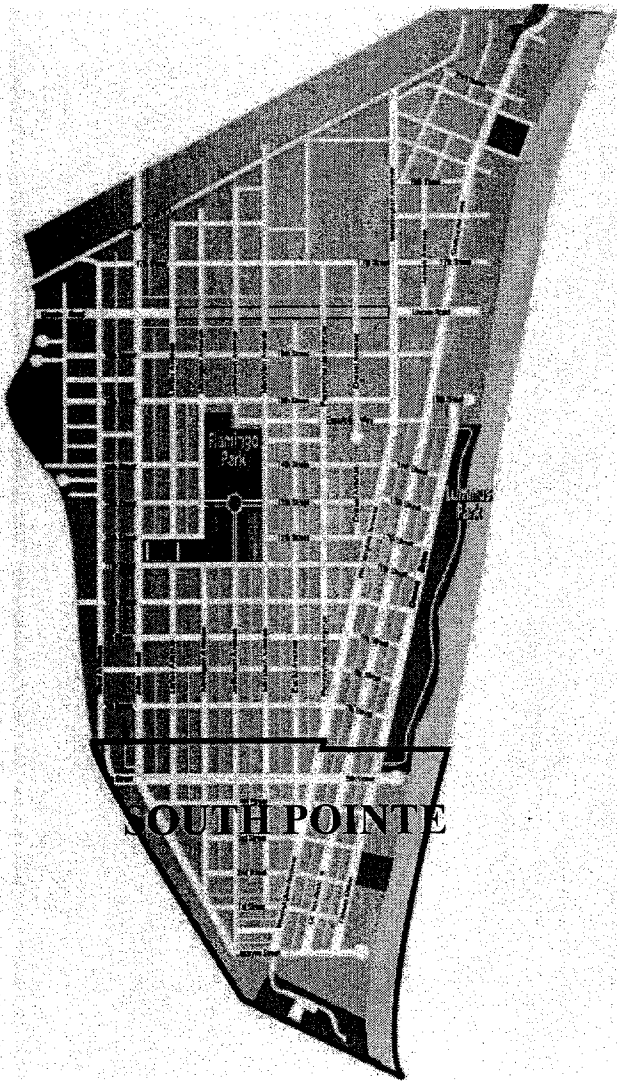
City of Miami Beach
Actual Resort Tax Collections vs. Budgeted (1%)
Projection for 2005

	<u>Actual 2000/01</u>	<u>Actual 2001/02</u>	<u>%change</u>	<u>Actual/ 2002/03</u>	<u>%change</u>	<u>Budget Projected 2003/04</u>	<u>Actual/ Projected 2003/04</u>	<u>%change</u>	<u>Budget Projected 2004/05</u>	<u>% increase</u>
October	258,460	164,199	-36.5%	166,553	1.4%	254,638	224,466	34.8%	240,000	7.0%
November	291,484	201,764	-30.8%	237,896	17.9%	321,522	309,429	30.1%	331,000	7.0%
December	307,694	210,045	-31.7%	298,744	42.2%	353,220	335,447	12.3%	359,000	7.0%
January	333,962	265,530	-20.5%	326,171	22.8%	440,186	399,271	22.4%	427,000	7.0%
February	477,508	374,581	-21.6%	386,171	3.1%	536,406	506,441	31.1%	542,000	7.0%
March	510,817	441,685	-13.5%	490,033	10.9%	556,613	597,174	21.9%	639,000	7.0%
April	556,636	508,729	-8.6%	519,343	2.1%	438,681	598,778	15.3%	641,000	7.0%
May	418,177	320,112	-23.5%	412,195	28.8%	375,690	484,529	17.5%	518,000	7.0%
June	351,024	256,314	-27.0%	347,302	35.5%	286,803	445,815	28.4%	477,000	7.0%
July	270,178	255,157	-5.6%	241,010	-5.5%	260,930	248,000	2.9%	265,000	7.0%
August	270,005	219,120	-18.8%	286,853	30.9%	286,803	295,000	2.8%	316,000	7.0%
September	271,725	247,056	-9.1%	260,045	5.3%	200,509	265,000	1.9%	284,000	7.0%
	<u>4,317,669</u>	<u>3,464,292</u>	<u>-19.8%</u>	<u>3,972,316</u>	<u>14.7%</u>	<u>4,312,000</u>	<u>4,709,350</u>	<u>18.6%</u>	<u>5,039,000</u>	<u>7.0%</u>

Assumptions:

Projected Coll 04	4,709,350	9.2% (% up over budgeted)
Budget for FY05	5,039,000	7.0% (% over proj 04 collections)

**MIAMI BEACH REDEVELOPMENT AGENCY
ADOPTED BUDGET
FY 2004/05**



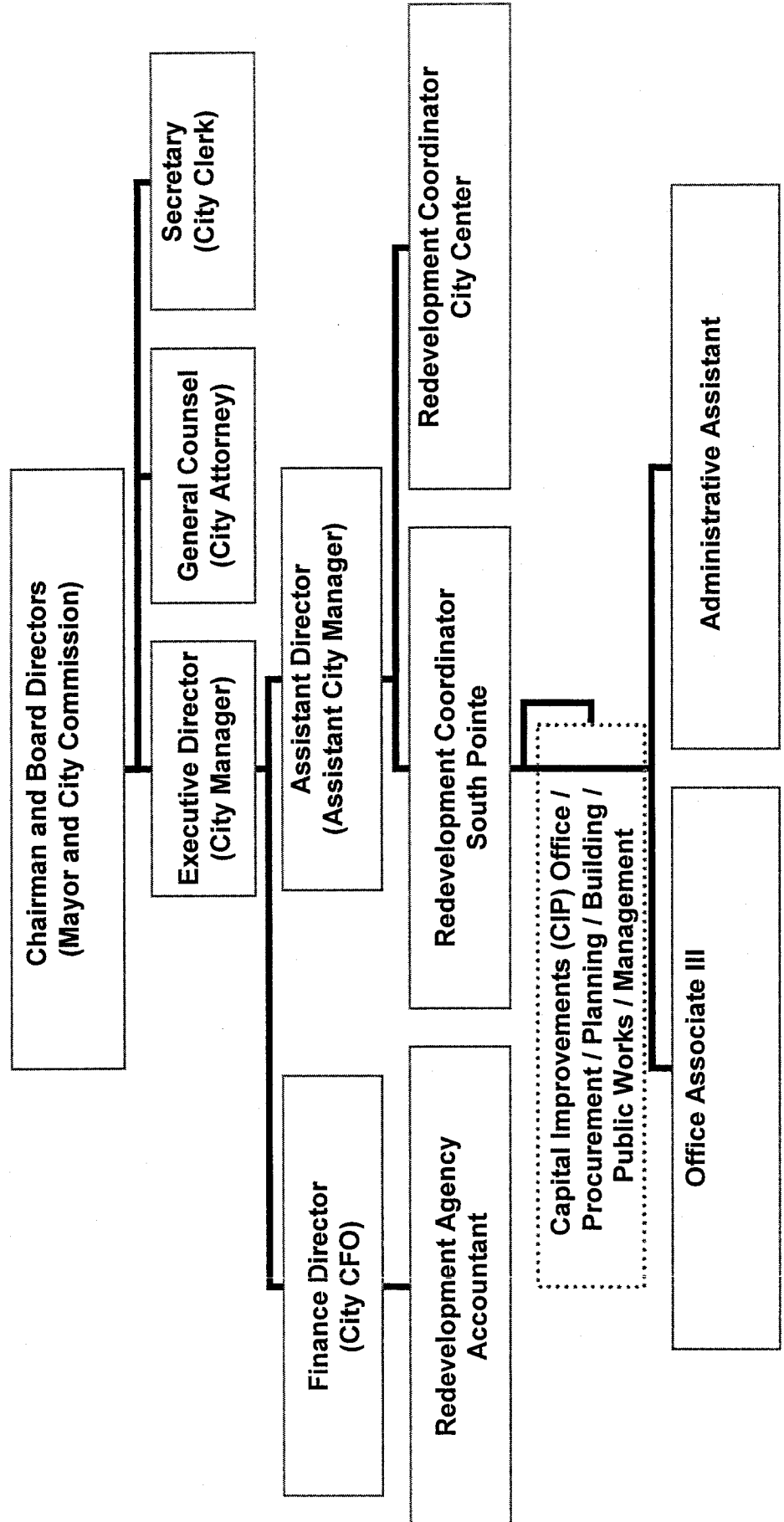
CITY OF MIAMI BEACH
REDEVELOPMENT AGENCY
FUNCTIONAL ORGANIZATIONAL CHART

Fiscal Year 2004/05

FUND: RDA

DEPARTMENT: REDEVELOPMENT AGENCY

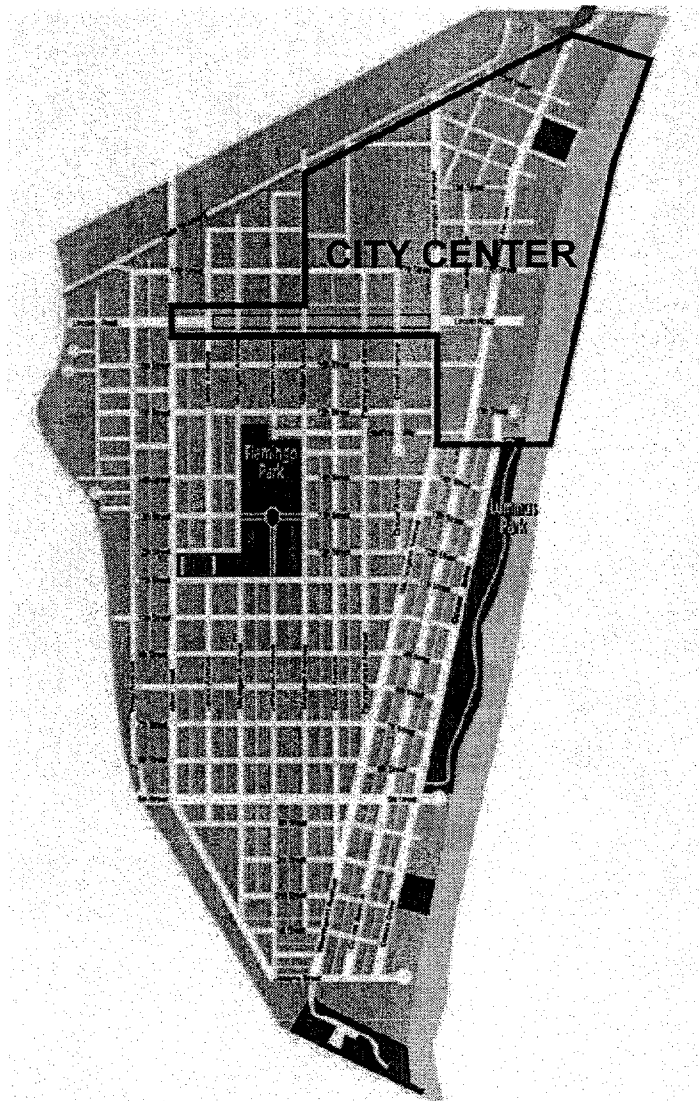
DIVISION: ECONOMIC DEVELOPMENT



MIAMI BEACH REDEVELOPMENT AGENCY

ADOPTED BUDGET

FY 2004/05



MIAMI BEACH REVELOPMENT AGENCY

City Center

MISSION

- To assure continued economic viability of the area and the City as a whole.
- To incur minimum relocation and condemnation.
- To involve community residents in the redevelopment process.
- To establish the necessary linkages to tie in the Convention Center, area hotels, cultural amenities, entertainment, residential and business uses in the district.
- To enhance diversity of form and activity through the use of established planning and design principles.
- To create a traffic system to serve local and through traffic needs.
- To recognize the historic structures and designations within the historic districts and facilitate development accordingly.

MAJOR ACCOMPLISHMENTS

The 332-acre City Center/Historic Convention Village Redevelopment and Revitalization Area (CC/HCVVRA) was established in 1993. In order to ensure public participation in the creation of the plan for the area, the City of Miami Beach created a Citizens Advisory Technical Committee to provide input and stakeholder participation in the process. A series of public meetings and workshops were held as well as one-on-one sessions with key members of the Historic Preservation community, the business community, and area residents, resulting in an unprecedented community consensus-building effort.

Although relatively new by comparison to the South Pointe Redevelopment Area, the City Center Redevelopment Area has undergone dynamic change through a combination of public and private investment initiatives.

Exciting projects which have transformed the area include the Loews Miami Beach Hotel, an 800-room convention headquarter hotel on an Agency-owned

site located at Collins Avenue and 16th Street; the recently completed Royal Palm Crowne Plaza Resort, the first African-American owned hotel in the United States, which was built on an Agency-owned parcel; the development of an 800-space public parking garage to accommodate the parking needs for the Loews Miami Beach Hotel, the African-American Hotel and other service and retail businesses in the area; a \$20 million overhaul of Lincoln Road, partially funded with the participation of businesses on Lincoln Road; the extension of the Beachwalk from 21st Street to Lummus Park, with an at-grade, landscaped pedestrian walkway, targeted for completion in mid-summer 2004; and implementation of a Cultural Arts Campus Master Plan for the area east of the Miami Beach Convention Center, which includes the recently completed new regional library, the headquarters of the Miami City Ballet, the expansion and renovation of the Bass Museum of Art, the re-landscaping of Collins Park, to include the demolition of the old library, the restoration of the Rotunda and extensive streetscape improvements throughout the area. Other important projects underway include the restoration and renovation of the Colony Theater and the recently completed master planning initiative by Zyscovich, Inc., which served as a basis for updating the existing City Center Redevelopment Plan. One of the primary objectives of the Plan, was to address the development of the 17th Street surface parking lots, taking into consideration the expansion needs of the New World Symphony, with whom the City has executed a Development and Lease Agreement to build Soundspace, a state-of-the art facility to house educational activities, musical and related cultural events, rehearsals, internet transmissions, television and radio broadcasts.

The City and Redevelopment Agency's commitment to upgrading and improving the area's infra-structure, addressing parking and circulation issues, and facilitating new development has fueled significant new private-sector investment in the area, evidenced by more than \$530 Million in new building permit activity since the area's inception.

GOALS AND OBJECTIVES

- Monitor/oversee development of the Cultural Arts Complex, including the planning and development of Collins Park, remaining streetscape improvements and preservation of the Rotunda.
- Coordinate with CIP in the planning, design and eventual construction of \$16 Million in street and infrastructure improvements throughout City Center.
- Coordinate with Public Works on the construction of the streetends between 17th and 20th Streets.
- Coordinate master planning and development of the 17th Street surface

parking lots, including, but not limited to, administering Development and Lease Agreement with the New World Symphony.

- Begin implementation of City Center Master Plan components, including design of City Hall expansion parking lot and Preferred Lot as well as streetscape improvements throughout the District.
- Coordinate with CIP relative to funding of capital projects in City Center, including but not limited to Collins Park streetscape improvements, Washington Avenue and 17th Street.
- Oversee retail leasing and property management at the Anchor Shops through Miami Beach Community Development Corporation (MBCDC); as well as the management and operation of the parking component of the Anchor Garage.
- Administer Development and Lease Agreements involving the Loews Miami Beach Hotel, the Royal Palm Crowne Plaza Hotel, Lincoln Place and Lincoln Plaza.
- Implementation and monitoring of Community Policing Program

PERFORMANCE MEASUREMENTS

1. Begin implementation of 17th Street Master Plan elements, with development of City Hall expansion parking facility.
2. Participate in planning and design phases of City Center streetscape improvements
3. Manage restoration and reconstruction of the Colony Theater.
4. Complete construction of 17th, 18th and 20th Street street-ends, subject to phasing of related public/private construction activities.
5. Initiate planning and design process for renovation of the Garden Center.
6. Maintain 100% lease-out of the Anchor Shops and continue to provide responsive property management through MBCDC or other management firm.
7. Continue monitoring/administering Ground Lease Agreements with Loews, RDP Royal Palm, Lincoln Place, Lincoln Plaza, the New World Symphony; and, Management Agreements for the Anchor Shops and Anchor Garage.

8. Monitor Management Agreement with the Garden Conservancy, in connection with the operation of the Botanical Garden.
9. Develop expenditure tracking program to monitor Community Policing Initiative in City Center.

BUDGET HIGHLIGHTS

The taxable value of property in City Center experienced a 10 percent increase in FY 03/04, reflecting a continuing trend of steady growth. As new residential and commercial developments come on line over the next few years, the tax increment for the City Center Area is anticipated to continue growing steadily. Based on this trend and taking into consideration certain projects coming on line and/or being factored into the tax base, the tax increment for FY 04/05 is projected to increase by a moderate 8.5 percent.

Tax Increment Financing (TIF) through the sale of bonds has been a major tool for financing redevelopment activities. To date, three bond issues have occurred in City Center: one in 1994 for \$25 million, to acquire land for the hotel development initiative; one in 1996, in the amount of \$43.2 million to fund contractual obligations and capital improvements related to the Loews Hotel and African-American Hotel projects; and, one in 1998, in the amount of \$38.2 million to finance capital expenditures related to the convention hotel projects, the Cultural Campus project and to repay the \$21.5 million debt obligation to the City. It should be noted that when the bond issues were done initially, Resort Tax was used as a secondary pledge to pay the debt service. Due to steady increase in tax increment coupled with the income stream from the Loews Hotel ground lease and operation of the Anchor Shops and Parking, the RDA has been able to repay Resort Tax funds used to pay existing debt service obligations from the 1993 and 1996 bond issues, for a total of \$2.4 Million. Current debt service on the 96B and 98B bonds accounts for approximately \$9.1 million annually. In FY 2004/05, City Center will repay the City approximately \$4.6 Million annually towards capital costs for Lincoln Road, which also includes interest, calculated against a principal amount of \$11.5 million, (borrowed from the Gulf Breeze Loan Pool). City Center will also continue assuming debt service payments on the portion of the Gulf Breeze loan used to pay for the Bass Museum expansion and renovation. These payments were previously made from water, sewer, storm water, gas and resort tax proceeds. Additionally, TIF will continue to be utilized to address much needed infrastructure improvements in the area, including but not limited to streetscape, landscaping and parking.

On July 19, 2002, in accordance with the provisions set forth in Section 163.361, Florida Statutes, the City Commission adopted Resolution No. 2002-24899, adopting an amendment to the City Center Redevelopment Plan, allowing for the

implementation of community policing. On June 11, 2003, the City Commission adopted Resolution 2003-25237, which provided for community policing in both the City Center and South Pointe Redevelopment Areas. The Board of County Commissioners voted to approve the RDA's respective community policing plans at its meeting on September 9, 2003. A total of \$3.8 Million is being allocated towards community policing initiatives in City Center in FY 2004/05, to provide enhanced levels of staffing and services throughout the area. Further detail of the community policing plan is included as a separate section in this budget package.

On-going and planned capital projects in City Center for FY 2004/05 are projected to account for approximately \$6.5 Million and generally include the following:

Implementation and construction coordination of the street-end improvements to 17th, 18th and 20th Streets, to be undertaken as part of and in conjunction with the Beachwalk project; design and construction of streetscapes throughout City Center; Collins Park area improvements; implementation of development and ground lease agreements with the New World Symphony in connection with the development of the 17th Street surface lots for New World Symphony; planning and design of the City Hall expansion parking garage; renovation of the Library Rotunda as public programmed space; renovation of the historic Colony Theater; and renovation of the Botanical Garden. Additionally, the RDA continues to coordinate with CIP on planning, budgeting for and implementing infrastructure improvements throughout City Center.

TAX INCREMENT FUND PROJECTIONS - UPDATED JUNE 30, 2004

City Center TIF Projections

Rev 04/30/04

CMB FY	Yr End	Assessed Value	Projected Assessed Value	FINAL	Projected	FINAL	%	Projctd	CMB	M-DC	@ 95%	FINAL	Projected	CMB	FINAL	Projected	M-DC	FINAL	Projected	subtotal	Projected	FINAL	FINAL
		Value	Value				%		Millage	Millage	Payment	Payment	Payment	Payment	Payment	Payment	Payment	Payment	Payment	Payment	Payment	Payment	Payment
	1992	292,572,271																					
93-94	1994	373,316,447		80,744,176			27.6%		8.238	7.289	95.0%	6,297,471					559,117					1,191,029	777,029
94-95	1995	470,779,626		97,463,179			26.1%		7.143	7.289	95.0%	6,319,12					1,234,006					2,443,294	2,029,294
95-96	1996	491,677,581		20,897,955			4.4%		7.499	6.828	95.0%	1,208,288					1,291,517					2,709,953	2,295,953
96-97	1997	497,342,509		5,864,928			1.2%		7.499	6.469	95.0%	1,458,793					1,258,426					3,067,502	2,653,502
97-98	1998	531,364,583		34,022,074			6.8%		7.499	6.023	95.0%	1,701,168					1,366,334					4,075,493	3,661,493
98-99	1999	609,832,451		78,467,868			14.8%		7.499	6.023	95.0%	2,280,177					1,815,315					7,605,449	7,191,449
99-00	2000	894,145,474		284,313,023			46.6%		7.499	5.809	95.0%	4,285,638					3,319,812					9,100,356	8,686,356
00-01	2001	1,021,988,290		127,822,816			14.3%		7.399	5.751	95.0%	5,126,981					3,973,395					11,442,336	11,028,336
01-02	2002	1,218,222,763		196,254,473			19.2%		7.299	5.713	95.0%	6,418,507					5,023,829					13,292,039	12,878,039
02-03	2003	1,359,799,118		141,576,355			11.6%		7.299	5.699	95.0%	7,400,204					5,881,835					12,966,997	12,552,997
03-04	2004	1,498,627,666		138,829,548			10.2%		7.299	5.669	95.0%	8,362,848					6,863,841					15,046,890	14,632,890
04-05	2005	1,633,198,959		134,571,293			9.0%		7.299	5.669	95.0%	9,456,445					7,602,091					16,644,536	16,230,536
05-06	2006	1,775,544,874		142,345,715			8.7%		7.299	5.669	95.0%	10,283,005					8,409,269					18,278,274	17,864,274
06-07	2007	1,828,817,014		53,266,340			3.0%		7.299	5.669	95.0%	10,652,356					8,711,319					19,363,675	18,949,675
07-08	2008	1,863,675,344		54,864,330			3.0%		7.299	5.669	95.0%	11,032,788					9,022,430					20,055,218	19,641,218
08-09	2009	1,940,185,605		56,510,260			3.0%		7.299	5.669	95.0%	11,424,633					9,342,874					20,767,507	20,353,507
09-10	2010	1,998,391,173		58,205,568			3.0%		7.299	5.669	95.0%	11,828,234					9,672,931					21,501,165	21,087,165
10-11	2011	2,058,342,908		59,951,735			3.0%		7.299	5.669	95.0%	12,243,942					10,012,891					22,256,833	21,842,833
11-12	2012	2,120,093,195		61,750,287			3.0%		7.299	5.669	95.0%	12,672,121					10,363,049					23,035,170	22,621,170
12-13	2013	2,183,695,991		63,602,796			3.0%		7.299	5.669	95.0%	13,113,146					10,723,712					23,836,858	23,422,858
12-14	2014	2,249,206,871		65,510,880			3.0%		8.299	5.669	95.0%	15,426,205					11,095,194					26,521,399	26,107,399

NOTES: 02-03 thru 12-13 Projected by RDA, assuming 5% growth and estimated ad valorem increase for renovation and/or new construction.

- (a) Loews \$125 mill & Lincoln Rd rebirth
 (b) Town House
 (c) Lincoln Place
 (d) Millenium
 (e) Royal Palm
 (f) Adjusted for millage increases & inflation

**Miami Beach Redevelopment Agency
Adopted Budget FY 2004/05
City Center Redevelopment Area**

Rev 09/08/04

Revenues and Other Sources of Income	Operating Fund	Debt Service	Construction Fund
Opening Balance	\$0	\$0	\$0
96 B Series Bond Funds	\$0	\$0	\$336,744
98B Bond Funds	\$0	\$0	\$4,245,676
Tax Increment - City	\$9,456,445	\$0	\$0
Tax Increment - County	\$7,602,091	\$7,602,091	\$0
50% Contribution from Resort Tax (1%)	\$2,519,500	\$0	\$0
1/2 Mill Children's Trust Contribution	\$633,493	\$0	\$0
Interest Income	\$55,683	\$0	\$187,256
Loews Hotel Rent Revenue	\$83,333	\$0	\$0
Loews Incentive Rent	\$0	\$0	\$0
Royal Palm Ground Lease	\$270,000	\$0	\$0
Anchor Garage Operations (1)	\$1,516,085	\$0	\$0
Anchor Shops Lease Revenue (2)	\$652,100	\$0	\$0
Other Operating Transfers In	\$0	\$4,688,630	\$ 794,586
Fund Balance Re-allocation	\$1,871,694	\$0	\$0
Total Revenue	\$24,660,424	\$12,290,721	\$5,564,262

Admin/Operating Expenses	Operating Fund	Debt Service	Construction Fund
Management fee	414,000	-	-
Advertising & promotion	1,000	-	-
Postage & mailing	3,000	-	-
Printing	3,000	-	-
Office supplies & equipment	5,000	-	-
Meetings & conferences	4,000	-	-
Dues & subscriptions	1,000	-	-
Audit fees	4,000	-	-
Professional & related fees	50,000	-	-
Miscellaneous expenses	15,000	-	-
Total Admin/Operating Expenses	\$500,000	\$0	\$0

Projects	Operating Fund	Debt Service	Construction Fund
Anchor Garage ops incl sales & prop taxes	1,170,000	-	-
Anchor Garage Facility Use/Usage Fee (3)	86,800	-	-
Anchor Shops mgt fee & related exp	100,001	-	-
Community Policing	2,654,721	-	-
Repayment of Lincoln Road Capital Costs (4)	2,621,998	-	-
Capital Projects Maintenance	1,970,505	-	-
Repayment of Bass Museum Capital Costs (5)	2,221,536	-	-
Beachwalk project	-	-	-
Street-ends (17th, 18th & 20th Streets)	-	-	150,000
Rotunda	-	-	150,000
Lincon Rd (Washington-Collins Ave)	-	-	150,000
Cultural Campus/Library Streetscape	-	-	1,097,000
Collins Park	-	-	775,000
Colony Theater	-	-	350,000
Lincoln Road Lighting & Fountains	-	-	55,245
Convention Ctr. Expansion Garage	-	-	-
West Ave Improvements	-	-	-
Washington Ave ROW Improvements	-	-	673,000
16th Street Drainage	-	-	400,000
City Center Streetscapes	-	-	450,000
Wayfinding Signage	-	-	431,840
Flamingo park "A" Utilities Imp	-	-	400,000
Projects Contingency Fund	-	-	482,177
Total Project Costs:	\$10,825,561	\$0	\$5,564,262

Transfers, Reserves and Debt Service Payments	Operating Fund	Debt Service	Construction Fund
Debt Service Cost - 96B & 98B Bonds	-	9,911,663	-
Current Debt Service - Lincoln Rd Project (6)	-	1,077,587	-
Current Debt Service - Bass Museum (7)	-	506,885	-
Reserve for County Admin Fee (8)	108,330	-	-
Reserve for CMB Admin Fee (9)	141,847	-	-
Reserve for Children's Trust Contribution (10)	633,493	-	-
Reserve for Millage/Capital Replacement (11)	160,473	-	-
Transfer County TIF to - Debt Svc Fund	7,602,091	-	-
Transfer to - Debt Svc Fund	4,688,630	-	-
Transfer to - Construction Funds	-	794,586	-
Total Transfers Reserves & Debt Service Payments	\$13,334,863	\$12,290,721	\$0
Total Expenditures & Transfers	\$24,660,424	\$12,290,721	\$5,564,262
Excess (Deficiency):	\$0	\$0	\$0

Note #1 Prior to deductions fro sales tax and Easement Agreement Profit Sharing

Note #2 Retail lease revenue, net of Management Fee & related expenses

Note #3 Difference due between Facility Use and Facility Usage Fee

Note #4 Repayment of Lincoln Road capital costs - accumulated principal & interest

Note #5 Repayment of Bass Museum capital costs - accumulated principal & interest

Note #6 Payment of Lincoln Road current debt service on Sunshine State Loan

Note #7 Payment of Bass Museum current debt service on Gulf Breeze Loan

Note #8 County admin fee @ 1.5% of County's increment revenue

Note #9 CMB Admin Fee @ 1.5% of City's increment revenue

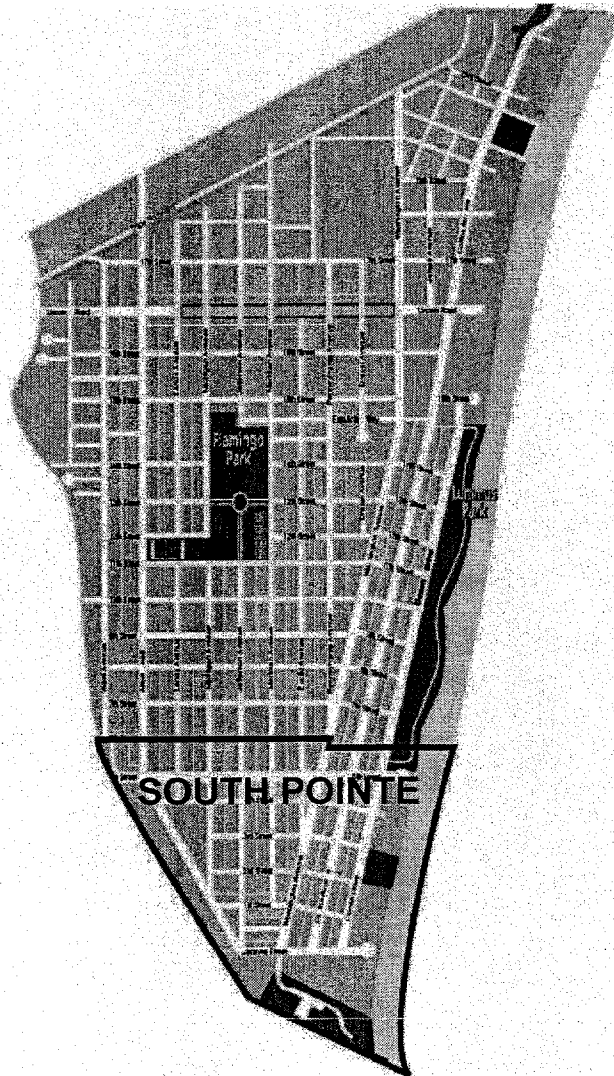
Note #10 1/2 mill Children's Trust Contribution

Note #11 Reserve for proposed Capital Replacement Program

MIAMI BEACH REDEVELOPMENT AGENCY

ADOPTED BUDGET

FY 2004/05



MIAMI BEACH REVELOPMENT AGENCY

South Pointe

MISSION

- To assure continued economic viability of the area and the City as a whole.
- To incur minimum relocation and condemnation.
- To involve community residents in the redevelopment process.
- To establish the necessary linkages to tie in the new luxury residential and commercial developments, area hotels, cultural and recreational amenities, entertainment, residential and business uses in the district.
- To enhance diversity of form and activity through the use of established planning and design principles.
- To create a traffic system to serve local and through traffic needs.
- To recognize the historic structures and designations within the historic districts and facilitate development accordingly.

MAJOR ACCOMPLISHMENTS

The area, originally designated in 1973 as the South Shore Redevelopment Area, was later renamed "South Pointe." This 210-acre area contains several important components. The Marina area, from Fifth Street to South Pointe Drive (formerly known as Biscayne Street) west of Alton Road, includes the Miami Beach Marina, which contains a core building and a 400-slip marina.

Utilizing TIF funds, a three-block, mixed-use residential development was initiated by the Agency. Through an RFP process, Cobb South Beach Properties Ltd., was selected as the developer of this major project, called the Courts of South Beach. Approximately 164 residential condominium units and various commercial units were completed in Phases I, II, and III. Phase IV, consisting of 231 residential units and 10 commercial units is under construction and is expected to be completed by early 2004. Phase V, consisting of 23 residential units was completed in mid-2003.

As a result of the South Pointe study prepared by the University of Miami School of Architecture, the City of Miami Beach adopted substantial amendments to the Performance Standards District (Chapter 20) of the Zoning Ordinance in 1994 and 1998. In furthering these regulations, the City has approved in concept draft design guidelines prepared by Duany Plater-Zyberk (DPZ), Architects and Town Planners.

A \$27 million streetscape improvement project is underway for the South Pointe Area which was based on a Master Plan and preliminary design by DPZ and endorsed by the South Pointe Advisory Board. Phase I of the streetscape improvements comprising Third Street, Washington Avenue, and its extension in the South Pointe Park, broke ground in Summer, 2000, and was completed in October 2002. Design and planning of Phase II, between 5th Street and 2nd Street, and between Washington Ave. and Alton Road, is underway. Construction is scheduled to commence in the fall 2004 and is projected to take 16 months. Three other phases of the project are planned.

On July 19, 2002, in accordance with the provisions set forth in Section 163.361, Florida Statutes, the City Commission adopted Resolution No. 2002-24899, adopting an amendment to the City Center Redevelopment Plan, allowing for the implementation of community policing. On June 11, 2003, the City Commission adopted Resolution 2003-25237, which provided for community policing in both the City Center and South Pointe Redevelopment Areas. The Board of County Commissioners voted to approve the RDA's respective community policing plans at its meeting on September 9, 2003. A total of \$3.1 Million is being allocated towards community policing initiatives in South Pointe in FY 2004/05, to provide enhanced levels of staffing and services throughout the area. Further detail of the community policing plan is included as a separate section in this budget package.

GOALS AND OBJECTIVES

- Interface with the Ocean Beach Historic District created in 1996.
- Facilitate the opening of a new library in South Pointe.
- Continue to implement the streetscape improvements in the area, including new water, storm water and drainage systems, milling and surfacing of roadways, construction of new sidewalks, landscaping, irrigation and new street lighting and the installation of an interactive fountain at the south end of Washington Avenue, by the Government Cut walkway.
- Coordinate the relocation and construction of the Community Garden.
- Continue the Courts of South Beach project and related streetscapes.

- Coordinate the implementation of the South Pointe Park Master Plan, with the Parks and Recreation Department.
- Coordinate G.O. Bond projects within the district, including the design, construction and installation of an art piece for the Washington Avenue and 3rd Street Plaza together with Art in Public Places.
- Facilitate and coordinate the pre-construction activities for Murano Grande and ICON projects, including but not limited to, the relocation of public utility lines from the SSDI-North parcel into the public right-of-way along the Marina and the restoration/rehabilitation of the seawall along the Marina at the SSDI-North parcel, together with CIP, developer, and Miami Beach Marina.
- Coordinate post-construction maintenance and operations of City parking facilities in Murano, Yacht Club at Portofino and Murano Grande with developer and Miami Beach Marina.
- Coordinate temporary baywalk access easement construction on SSDI-South with CIP and the maintenance and operations with Miami Beach Marina.
- Facilitate funding for CIP-managed construction of a booster pump station on Alton Road, currently under design by CDM Engineering and Zyscovich, Inc. Architects.
- Coordinate with the Police Department in the implementation of community policing initiatives.

PERFORMANCE MEASUREMENTS

- Oversee design, planning and implementation of Phase II streetscape program by:
 1. Monitoring progress through completion,
 2. Providing input in RFP process for prospective design teams,
 3. Providing input in the contract process,
 4. Participating in the process of submission of design development drawings to the community and the Planning Board, and
 5. Addressing the existing encroachments into the public right-of-way, the on-street parking configuration and existing landscaping as important elements during the design phase.

- Maintain active communication with the community by:
 1. Scheduling regular public workshops,
 2. Posting updated reports in the City's web page
 3. Maintaining active personalized customer service via e-mail, phone and mail, and
 4. Coordinating meetings with the residents being affected by the ongoing construction activities.
- Administer the Agency's existing obligations from the Portofino Settlement Agreement obligations by:
 1. Coordinating the pre-construction activities through the City's Program Manager,
 2. Monitoring the Agency's funding obligations,
 3. Facilitating construction coordination between the Developer, the Marina operator and the City.
- Participate in the implementation of design and construction of the Community Garden by:
 1. Coordinating and attending meetings with the community for design input/output, and
 2. Monitoring construction of the project.

BUDGET HIGHLIGHTS

Over the past two years, property values in South Pointe continued experiencing steady growth. Final valuations by the Miami Dade-County Tax Assessor reflect a 17.6 percent increase in FY 01/02 and a 9.5% increase in FY02/03. On account of many new residential and commercial properties such as Bentley Beach, Ocean Place East, Ocean Place West, Continuum, and Atlantic Center coming on line, the property values in South Pointe experienced a 42% increase in FY 03/04. With Murano Grande coming on line, property values are anticipated to increase by 32% in FY 2004/05.

[illegible][illegible]

(1)	Ocean Place E	9,100,000	(2)	ICON	121,550,000
	Ocean Place W	7,800,000	(3)	Continuum II	114,075,000
	Continuum 1	133,510,000			
	Bentley Bay	45,800,000			
	Murano Grande	123,064,000			
	Polaris Site	50,000,000			

MIAMI BEACH REDEVELOPMENT AGENCY
Adopted Budget 04/05
South Pointe Redevelopment Area

Rev 09/08/04

Revenues and Other Sources of Income	Operating Fund	Debt Service	Construction Fund
Opening Balance	-	-	-
Tax increment - City	11,766,831	-	-
Tax increment - County	9,459,423	9,459,423	-
1/2 Mill Children's Trust Contribution	682,331	-	-
Marina Rental + Percentage Rent	233,549	-	-
Marina - Construction Rent Credit	72,000	-	-
Portofino Local Impacts	99,000	-	-
Interest Income	45,286	23,788	-
Operating Transfers In	-	8,940,914	18,424,125
Capital Project Funds	-	-	-
Fund Balance Carryover	-	-	-
Total Revenue	22,358,420	18,424,125	18,424,125
Operating Expenses	Operating Fund	Debt Service	Construction Fund
Management Fee	414,000	-	-
Advertising & Promotion	2,500	-	-
Postage & Mailing	-	-	-
Printing	6,000	-	-
Office Supplies & Equipment	2,500	-	-
Meetings & Conferences	5,000	-	-
Dues & Subscriptions	2,000	-	-
Audit Fee	1,000	-	-
Professional & Related Fees	63,000	-	-
Miscellaneous Expenses	4,000	-	-
Total Operating Expenses	\$500,000	\$0	\$0
Projects/Obligations			
DEP Submerged Land Lease	151,147	-	-
Community Policing Program	2,101,127	-	-
Capital Projects' Maintenance	12,500	-	-
South Pointe Pier	-	-	250,000
Alaska/Baywalk	-	-	200,000
Beach Master Plan	-	-	-
South Pointe Streetscape	-	-	4,300,000
South Pointe Park (P&R)	-	-	1,000,000
Washington Park (P&R)	-	-	150,000
6th Street (Washington Ave)	-	-	1,000,000
Wayfinding Signage	-	-	239,440
Potamkin Site	-	-	1,500,000
Lummas Park	-	-	130,000
The Courts/Cobb:			
1st -2nd Streetscape	-	-	300,000
Library	-	-	75,000
Flamingo Neighborhood Imp	-	-	1,000,000
Portofino Settlement:			
Portofino Local Impacts to CMB	-	-	99,000
Pump Station Removal	-	-	1,000,000
SSDI-S Yacht Club:			
Real Estate Taxes (City Unit)	-	-	27,563
CAM	-	-	84,000
SSDI-S Murano:			
Real Estate Taxes (City Unit)	-	-	27,563
CAM	-	-	-
SSDI-N Murano Grande:			
Real Estate Taxes (City Unit)	-	-	27,563
CAM	-	-	-
SSDI-N ICON:			
Lease/Capital Improvements	-	-	646,344
Real Estate Taxes (City Unit)	-	-	-
CAM	-	-	-
Legal Fees	-	-	176,000
Other Projects (Including CIP Utilities Improvements)	-	-	6,491,652
Total Project Costs	\$2,264,774	\$0	18,424,125
Transfers and Debt Service Payments			
Debt Service Cost	-	-	-
Reserve for County Admin Fee (1)	134,797	-	-
Reserve for CMB Admin Fee (2)	176,502	-	-
Reserve for Children's Trust Contribution (3)	682,331	-	-
Reserve for Millage/Capital Replacement(4)	199,679	-	-
Transfer County TIF to - Debt Svc Fund	9,459,423	-	-
Transfer to - Debt Svc Fund	8,940,914	-	-
Transfer to Construction Fund	-	18,424,125	-
Total Transfers	\$19,593,646	\$18,424,125	\$0
Total Expenditures & Transfers	\$22,358,420	\$18,424,125	\$18,424,125
Excess (Deficiency)	(\$0)	\$0	\$0

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DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
MAYOR & COMMISSION	20.00	20.00	20.00	0.00
ADMINISTRATIVE SUPPORT				
City Manager	14.00	13.00	13.00	0.00
Communications	2.00	2.00	2.00	0.00
Budget & Performance Improv	18.00	18.00	20.00 + 1.00 PT	2.00 + 1.00 PT
Finance	43.20	43.00	42.50	(0.50)
Information Technology	37.00	40.00	40.50	0.50
Human Resources	18.00	15.60	15.60	0.00
Risk Management	6.00	6.40	6.40	0.00
Labor Relations	2.00	2.00	2.00	0.00
City Clerk	14.00 + 1.00 PT	13.00 + 1.00 PT	13.00 + 1.00 PT	0.00 + 0.00 PT
Central Services	6.00	6.00	6.00	0.00
Procurement	10.00	9.00	9.00	0.00
CITY ATTORNEY	24.00 + 1.00 PT	22.00 + 1.00 PT	22.00 + 1.00 PT	0.00 + 0.00 PT
ECON DEV & CULTURAL ARTS				
Economic Development	9.00	8.00	8.00	0.00
Building	56.00 + 1.00 PT	63.00 + 1.00 PT	63.00 + 1.00 PT	0.00 + 0.00 PT
Planning	26.00	26.00	28.00	2.00
Tourism & Cultural Affairs	20.00 + 5.00 PT	20.00	21.00	1.00
OPERATIONS				
Neighborhood Services	67.80	63.00	60.00	(3.00)
Parks & Recreation	231.00 + 155.00 PT	186.00 + 144.00 PT	187.00 + 144.00 PT	1.00 + 0.00 PT
Public Works	194.00	189.00	185.00	(4.00)
Sanitation	123.00	103.00	114.00	11.00
Property Management	66.00	65.00	66.00	1.00
Capital Improvement Program	24.00	24.00	27.00	3.00
Parking	109.00	106.00 + 0.00 PT	108.00 + 6.00 PT	2.00 + 6.00 PT
Fleet Management	28.00	25.00	24.00	(1.00)
PUBLIC SAFETY				
Police	521.00 + 14.00 PT	528.00 + 14.00 PT	538.00 + 14.00 PT	10.00 + 0.00 PT
Fire	223.00 + 1.00 PT	300.00 + 53.00 PT	292.00 + 48.00 PT	(8.00) + (5.00) PT
TOTALS	1,912.00 + 178.00 PT	1,916.00 + 214.00 PT	1,933.00 + 216.00 PT	17.00 + 2.00 PT

TOTALS BY FUND

GENERAL FUND	1,392.89 + 148.00 PT	1,399.29 + 182.00 PT	1,411.38 + 179.00 PT	12.09 + (3.00) PT
ENTERPRISE FUNDS	349.00	331.00	342.00 + 7.00 PT	11.00 + 7.00 PT
INTERNAL SERVICE FUNDS	136.00	135.40	135.90	0.50
RDA	0.00	25.00 + 2.00 PT	20.50 + 0.00 PT	(4.50) + (2.00) PT
GRANTS/OTHER FUNDS	34.11 + 30.00 PT	25.31 + 30.00 PT	23.22 + 30.00 PT	(2.09) + 0.00 PT
TOTALS	1,912.00 + 178.00 PT	1,916.00 + 214.00 PT	1,933.00 + 216.00 PT	17.00 + 2.00 PT

DEPARTMENTAL POSITION DETAILS

AMENDED
FY 02/03

AMENDED
FY 03/04

ADOPTED
FY 04/05

Adopt 05 - Amend 04
Variance

MAYOR & COMMISSION, OFFICE OF

General Fund				
Mayor	1.00	1.00	1.00	0.00
Vice Mayor	1.00	1.00	1.00	0.00
Commissioner	5.00	5.00	5.00	0.00
Executive Office Associate I	3.00	3.00	3.00	0.00
Office Associate V	8.00	8.00	8.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Office Manager	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	20.00	20.00	20.00	0.00

CITY MANAGER, OFFICE OF

General Fund				
City Manager	1.00	1.00	1.00	0.00
Assistant City Manager	4.00	3.00	3.00	0.00
Chief of Staff	1.00	1.00	1.00	0.00
Special Assist to the City Mgr	1.00	1.00	1.00	0.00
Agenda Coordinator	1.00	1.00	1.00	0.00
Executive Office Associate II	1.00	1.00	1.00	0.00
Executive Office Associate I	3.00	2.00	2.00	0.00
Management Analyst	0.00	1.00	1.00	0.00
Office Associate IV	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	14.00	13.00	13.00	0.00

COMMUNICATIONS, OFFICE OF

General Fund				
Public Information Officer	1.00	1.00	1.00	0.00
Public Information Specialist	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	0.00

BUDGET & PERFORMANCE IMPROVEMENT

ADMIN & ORG DEVELOPMENT				
OBPI Director	0.00	0.00	1.00	1.00
Office Associate V	0.00	0.00	1.00	1.00
Systems Analyst	0.00	0.00	1.00	1.00
Org Dev & Training Specialist	0.00	1.00	1.00	0.00
Training Dev Coordinator	0.00	1.00	1.00	0.00
Subtotal - Division	0.00	2.00	5.00	3.00
MANAGEMENT & BUDGET				
Budget Director	1.00	1.00	0.00	(1.00)
Budget Officer	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Office Associate II	0.25	0.25	0.25	0.00
Sr Mgmt & Budget Analyst	3.00	3.00	3.00	0.00
Subtotal - Division	6.25	6.25	5.25	(1.00)
INTERNAL AUDIT				
Internal Auditor	0.75	0.75	0.75	0.00
Assistant Internal Auditor	0.75	0.75	0.75	0.00
Auditor	1.00	0.00	0.00	0.00
Office Associate II	0.25	0.25	0.25	0.00
Senior Auditor	1.00	1.00	1.00	0.00
Subtotal - Fund	3.75	2.75	2.75	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
Resort Tax Fund				
Internal Auditor	0.25	0.25	0.25	0.00
Assistant Internal Auditor	0.25	0.25	0.25	0.00
Office Associate II	0.50	0.50	0.50	0.00
Field Agent	4.00	3.00	3.00	0.00
Subtotal - Fund	5.00	4.00	4.00	0.00
Parking Fund				
Auditor	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	0.00
Sanitation Fund				
Field Agent	0.00	0.00	0.00 + 1.00 PT	0.00 + 1.00 PT
Subtotal - Fund	0.00	0.00	0.00 + 1.00 PT	0.00 + 1.00 PT
Subtotal - Division	9.75	7.75	7.75 + 1.00 PT	0.00 + 1.00 PT
GRANTS MANAGEMENT				
Grants Manager	1.00	1.00	1.00	0.00
Grantswriter/Researcher	1.00	1.00	1.00	0.00
Subtotal - Division	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	18.00	18.00 + 0.00 PT	20.00 + 1.00 PT	2.00 + 1.00 PT

FINANCE

ADMINISTRATION				
General Fund				
Chief Financial Officer	1.00	1.00	0.50	(0.50)
Assistant Finance Director	1.00	1.00	1.00	0.00
Chief Accountant	1.00	1.00	1.00	0.00
Financial Analyst III	1.00	2.00	2.00	0.00
Financial Analyst I	0.00	1.00	1.00	0.00
Finance Specialist III	1.00	1.00	1.00	0.00
Finance Specialist II	0.00	1.00	1.00	0.00
Finance Specialist I	0.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Subtotal - Division	8.00	12.00	11.50	(0.50)
REVENUE				
General Fund				
Finance Specialist III	5.00	3.00	3.00	0.00
Finance Specialist II	4.00	2.00	2.00	0.00
Finance Specialist I	6.00	3.00	3.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Financial Analyst II	1.00	1.00	1.00	0.00
Financial Analyst I	1.00	2.00	2.00	0.00
Revenue Supervisor	1.00	1.00	1.00	0.00
Utility Billing Supervisor	1.00	0.00	0.00	0.00
Subtotal - Division	20.00	13.00	13.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
ACCOUNTING				
General Fund				
Finance Manager	1.00	1.00	1.00	0.00
Finance Specialist III	1.00	3.00	3.00	0.00
Finance Specialist II	1.00	2.00	2.00	0.00
Finance Specialist I	1.00	1.00	1.00	0.00
Financial Analyst III	3.00	3.00	3.00	0.00
Financial Analyst II	2.00	1.00	1.00	0.00
Financial Analyst I	2.20	3.00	3.00	0.00
Expenditure/Treasury Manager	1.00	1.00	1.00	0.00
Subtotal - Division	12.20	15.00	15.00	0.00
Subtotal - Fund	40.20	40.00	39.50	(0.50)
Resort Tax Fund				
Finance Specialist III	1.00	1.00	1.00	0.00
Finance Specialist II	1.00	1.00	1.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Subtotal - Fund	3.00	3.00	3.00	0.00
DEPARTMENT TOTAL	43.20	43.00	42.50	(0.50)

INFORMATION TECHNOLOGY

APPLICATION SERVICES				
Internal Service Fund				
Application System Manager	1.00	1.00	1.00	0.00
Database Administrator	1.00	1.00	1.00	0.00
Information Tech Specialist III	7.00	8.00	8.00	0.00
Information Tech Specialist II	6.00	8.00	8.00	0.00
Subtotal - Division	15.00	18.00	18.00	0.00
SUPPORT SERVICES				
Internal Service Fund				
Chief Financial Officer	0.00	0.00	0.50	0.50
Director	1.00	1.00	1.00	0.00
Systems Support Manager	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Computer Operator	2.00	2.00	2.00	0.00
Information Tech Specialist II	6.00	6.00	6.00	0.00
Network Administrator	0.00	4.00	4.00	0.00
Subtotal - Division	11.00	15.00	15.50	0.50
TELECOMMUNICATIONS SERVICES				
Internal Service Fund				
Technical Services Manager	1.00	1.00	1.00	0.00
Account Clerk III	1.00	1.00	1.00	0.00
Information Tech Specialist III	4.00	3.00	3.00	0.00
Information Tech Specialist II	2.00	2.00	2.00	0.00
Network Administrator	3.00	0.00	0.00	0.00
Subtotal - Division	11.00	7.00	7.00	0.00
DEPARTMENT TOTAL	37.00	40.00	40.50	0.50

DEPARTMENTAL POSITION DETAILS

**AMENDED
FY 02/03**

**AMENDED
FY 03/04**

**ADOPTED
FY 04/05**

**Adopt 05 - Amend 04
Variance**

HUMAN RESOURCES

General Fund				
Human Resources/Risk Mgmt Dir	0.00	0.60	0.60	0.00
Human Resources Director	1.00	0.00	0.00	0.00
Human Resources Admin II	2.00	2.00	2.00	0.00
Human Resources Admin I	1.00	1.00	1.00	0.00
Office Associate V	0.00	1.00	1.00	0.00
Office Associate III	1.00	0.00	0.00	0.00
Human Resources Specialist	3.00	3.00	3.00	0.00
Human Resources Technician II	4.00	4.00	4.00	0.00
Human Resources Technician I	4.00	4.00	4.00	0.00
Training Develop Coordinator	1.00	0.00	0.00	0.00
Training Specialist	1.00	0.00	0.00	0.00
DEPARTMENT TOTAL	18.00	15.60	15.60	0.00

RISK MANAGEMENT

Self Insurance Internal Fund				
Human Resources/Risk Mgmt Dir	0.00	0.40	0.40	0.00
Risk Manager	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Employee Benefits Specialist	1.00	1.00	1.00	0.00
Human Resources Admin I	1.00	1.00	1.00	0.00
Safety Officer	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	6.00	6.40	6.40	0.00

LABOR RELATIONS

General Fund				
Labor Relations Division Director	1.00	1.00	1.00	0.00
Labor Relations Technician	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	2.00	2.00	2.00	0.00

CITY CLERK, OFFICE OF

General Fund				
City Clerk	1.00	1.00	1.00	0.00
Assistant City Clerk	1.00	1.00	1.00	0.00
Administrative Aide I	3.00	2.00	2.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Code Violations Clerk	2.00	2.00	2.00	0.00
Media Specialist	1.00	1.00	1.00	0.00
Office Associate V	2.00 + 1.00 PT	2.00 + 1.00 PT	2.00 + 1.00 PT	0.00 + 0.00 PT
Office Associate IV	1.00	2.00	2.00	0.00
Office Associate II	1.00	1.00	1.00	0.00
Records Manager	1.00	0.00	0.00	0.00
DEPARTMENT TOTAL	14.00 + 1.00 PT	13.00 + 1.00 PT	13.00 + 1.00 PT	0.00 + 0.00 PT

CENTRAL SERVICES

Internal Service Fund				
Central Services Supervisor	1.00	1.00	1.00	0.00
Account Clerk I	1.00	1.00	1.00	0.00
Duplicating Equip Operator	1.00	1.00	1.00	0.00
Central Services Technician	3.00	3.00	3.00	0.00
DIVISION TOTAL	6.00	6.00	6.00	0.00

DEPARTMENTAL POSITION DETAILS

**AMENDED
FY 02/03**

**AMENDED
FY 03/04**

**ADOPTED
FY 04/05**

**Adopt 05 - Amend 04
Variance**

PROCUREMENT

General Fund				
Procurement Division Director	1.00	1.00	1.00	0.00
Assist Procurement Div Dir	1.00	1.00	1.00	0.00
Buyer	3.00	2.00	2.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Account Clerk I	1.00	0.00	0.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Procurement Coordinator	0.00	2.00	2.00	0.00
Sr Procurement Specialist	2.00	1.00	1.00	0.00
DEPARTMENT TOTAL	10.00	9.00	9.00	0.00

CITY ATTORNEY, OFFICE OF

General Fund				
City Attorney	1.00	1.00	1.00	0.00
Chief Deputy City Attorney	1.00	1.00	1.00	0.00
Deputy City Attorney	2.00	1.00	1.00	0.00
First Assistant City Attorney	5.00 + 1.00 PT	4.00 + 1.00 PT	6.00 + 1.00 PT	2.00 + 0.00 PT
Senior Assistant City Attorney	4.00	5.00	3.00	(2.00)
Legal Secretary	7.00	7.00	7.00	0.00
Office Manager	1.00	1.00	1.00	0.00
Paralegal	1.00	1.00	1.00	0.00
Receptionist	1.00	1.00	1.00	0.00
Subtotal - Fund	23.00 + 1.00 PT	22.00 + 1.00 PT	22.00 + 1.00 PT	0.00 + 0.00 PT
Police General Fund				
Senior Assistant City Attorney	1.00	0.00	0.00	0.00
Subtotal - Fund	1.00	0.00	0.00	0.00
DEPARTMENT TOTAL	24.00 + 1.00 PT	22.00 + 1.00 PT	22.00 + 1.00 PT	0.00 + 0.00 PT

ECONOMIC DEVELOPMENT

General Fund				
Econ Dev Division Dir	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Asset Manager	1.00	1.00	1.00	0.00
Entertainment Industry Liaison	1.00	1.00	0.00	(1.00)
Office Associate V	1.00	1.00	2.00	1.00
Office Associate IV	0.00	0.00	1.00	1.00
Redevelopment Coordinator	2.00	2.00	1.00	(1.00)
Redevelopment Specialist	2.00	1.00	1.00	0.00
DEPARTMENT TOTAL	9.00	8.00	8.00	0.00

BUILDING

General Fund				
Building Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Building Inspector	4.00	7.00	7.00	0.00
Building Records Supervisor	1.00	1.00	1.00	0.00
Chief Accessibility Inspector	1.00	1.00	1.00	0.00
Chief Building Inspector	1.00	1.00	1.00	0.00
Chief Electrical Inspector	1.00	1.00	1.00	0.00
Chief Elevator Inspector	1.00	1.00	1.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
BUILDING (Continued)				
General Fund				
Chief Engineering Inspector	1.00	1.00	1.00	0.00
Chief Mechanical Inspector	1.00	1.00	1.00	0.00
Chief Plumbing Inspector	1.00	1.00	1.00	0.00
Chief Struct Plans Examiner	3.00	3.00	3.00	0.00
Clerk	5.00	4.00	3.00	(1.00)
Clerk Typist	3.00	3.00	3.00	0.00
Data Entry Clerk	1.00	0.00	0.00	0.00
Electrical Inspector	2.00	3.00	3.00	0.00
Engineering Inspector	2.00	4.00	4.00	0.00
Information Officer	1.00	1.00	1.00	0.00
Inspection Services Coord	1.00	0.00	0.00	0.00
Office Associate IV	3.00	3.00	3.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Permit Clerk II	1.00	1.00	1.00	0.00
Permit Clerk I	3.00 + 1.00 PT	3.00 + 1.00 PT	4.00 + 1.00 PT	1.00 + 0.00 PT
Plumbing Inspector	1.00	2.00	2.00	0.00
Senior Mechanical Inspector	2.00	3.00	3.00	0.00
Senior Electrical Inspector	2.00	2.00	2.00	0.00
Senior Elevator Inspector	2.00	2.00	2.00	0.00
Senior Plumbing Inspector	2.00	2.00	2.00	0.00
Senior Building Inspector	5.00	7.00	7.00	0.00
Senior Engineering Inspector	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	56.00 + 1.00 PT	63.00 + 1.00 PT	63.00 + 1.00 PT	0.00 + 0.00 PT

PLANNING

General Fund				
Planning Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Field Inspector	1.00	1.00	1.00	0.00
Preservation & Design Mgr	1.00	1.00	1.00	0.00
Office Associate III	0.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Planner	8.00	8.00	8.00	0.00
Planning & Zoning Manager	1.00	1.00	1.00	0.00
Planning Technician	1.00	1.00	1.00	0.00
Principal Planner	2.00	2.00	2.00	0.00
Senior Planner	6.00	5.00	7.00	2.00
DEPARTMENT TOTAL	26.00	26.00	28.00	2.00

DEPARTMENTAL POSITION DETAILS

**AMENDED
FY 02/03**

**AMENDED
FY 03/04**

**ADOPTED
FY 04/05**

**Adopt 05 - Amend 04
Variance**

TOURISM & CULTURAL AFFAIRS

ARTS, CULTURE AND ENTERTAINMENT				
General Fund				
Tourism & Cultural Affairs Dir	1.00	1.00	1.00	0.00
Tourism & Cultural Affairs Asst Dir	1.00	1.00	1.00	0.00
Special Events Coordinator	1.00	1.00	0.00	(1.00)
Film & Print Coord	1.00	1.00	1.00	0.00
Ent Ind Liaison/Public Art Coord	0.00	0.50	0.53	0.03
Public Art Coordinator	0.50	0.00	0.00	0.00
Cultural Facilities Manager	0.00	0.00	1.00	1.00
Clerk Typist	0.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	2.00	1.00
Office Associate IV	1.00	1.00	1.00	0.00
Subtotal - Fund	6.50	7.50	8.53	1.03
Special Revenue- Art in Public Places				
Office Associate IV	0.50	0.50	0.47	(0.03)
Subtotal - Fund	0.50	0.50	0.47	(0.03)
DIVISION TOTAL	7.00	8.00	9.00	1.00
BASS MUSEUM OF ART				
General Fund				
Bass Museum Director	1.00	1.00	1.00	0.00
Bass Museum Asst Director	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Building Supervisor	1.00	1.00	1.00	0.00
Clerk Typist	2.00	1.00	1.00	0.00
Curator	1.00	1.00	1.00	0.00
Registrar	1.00	1.00	1.00	0.00
Museum Guard	0.00 + 5.00 PT	1.00	1.00	0.00
Subtotal - Fund	8.00 + 5.00 PT	8.00	8.00	0.00
Grants & Other Funds				
Curator of Education	1.00	0.00	0.00	0.00
Subtotal - Fund	1.00	0.00	0.00	0.00
DIVISION TOTAL	9.00 + 5.00 PT	8.00	8.00	0.00
CULTURAL ARTS COUNCIL				
Special Revenue Fund				
Cultural Affairs Program Manager	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	0.00
TOURISM & CONVENTIONS				
Enterprise Fund				
Tourism & Convention Director	1.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	20.00 + 5.00 PT	20.00	21.00	1.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
NEIGHBORHOOD SERVICES				
ADMINISTRATION				
General Fund				
Neighborhood Services Dir	0.19	0.19	0.75	0.56
Assistant to the Director	1.00	1.00	1.00	0.00
Office Associate IV	0.00	1.00	1.00	0.00
Subtotal - Division	1.19	2.19	2.75	0.56
COMMUNITY SERVICES				
General Fund				
Office of Child Develop Dir	1.00	1.00	1.00	0.00
Case Worker	1.00	1.00	1.00	0.00
Homeless Program Coordinator	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Office Associate I	1.00	1.00	1.00	0.00
Subtotal - Division	5.00	5.00	5.00	0.00
LOG CABIN TRAINING CENTER				
Special Revenue Fund (CFS)				
Administrative Aide II	1.00	0.00	0.00	0.00
Log Cabin Education Coord	1.00	0.00	0.00	0.00
Log Cabin Employment Spec	1.00	1.00	1.00	0.00
Log Cabin Instructor	2.00	0.00	0.00	0.00
Log Cabin Social Worker	1.00	0.00	0.00	0.00
Subtotal - Division	6.00	1.00	1.00	0.00
ANSWER CENTER & COMMUNITY OUTREACH				
General Fund				
Customer Service Manager	1.00	1.00	1.00	0.00
Administrative Aide I	4.00	4.00	3.00	(1.00)
Community Resource Manager	1.00	1.00	0.00	(1.00)
Community Resource Coord	2.00	2.00	2.00	0.00
Office Associate IV	1.00	0.00	0.00	0.00
Subtotal - Division	9.00	8.00	6.00	(2.00)
CODE COMPLIANCE				
General Fund				
Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	0.00	0.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	3.00	5.00	5.00	0.00
Clerk	1.00	1.00	1.00	0.00
Code Compliance Officer	16.00	17.00	19.00	2.00
Code Compliance Admin	4.00	4.00	4.00	0.00
Office Associate IV	1.00	0.00	0.00	0.00
Subtotal - Fund	28.00	29.00	31.00	2.00
Other Funds				
CDBG-Code Compliance Off I	1.00	1.00	2.00	1.00
Quality of Life-Code Compliance	1.00	1.00	1.00	0.00
Sanitation-Code Compliance Off I	4.00	4.00	4.00	0.00
Subtotal - Fund	6.00	6.00	7.00	1.00
Subtotal - Division	34.00	35.00	38.00	3.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
COMMUNITY DEVELOPMENT BLOCK GRANT Special Revenue Fund				
Neighborhood Services Director	0.65	0.65	0.15	(0.50)
H&CD Division Director	1.00	1.00	0.60	(0.40)
Account Clerk II	0.80	0.80	0.00	(0.80)
Administrative Aide I	0.00	0.00	0.80	0.80
Administrative Secretary	1.00	1.00	0.00	(1.00)
Clerk Typist	0.80	0.80	0.00	(0.80)
CDBG Projects Coordinator	1.90	0.95	0.00	(0.95)
Community Development Spec	1.00	1.00	2.00	1.00
Community Development Tech	1.00	1.00	0.00	(1.00)
Financial Specialist II	0.00	0.00	0.80	0.80
Housing Manager	0.10	0.10	0.00	(0.10)
Housing Specialist	0.81	0.81	0.80	(0.01)
Subtotal - Division	9.06	8.11	5.15	(2.96)
HOUSING HOME GRANT Special Revenue Fund				
Neighborhood Services Dir	0.16	0.16	0.10	(0.06)
H&CD Division Director	0.00	0.00	0.35	0.35
Housing Manager	0.66	0.75	0.00	(0.75)
Financial Specialist II	0.00	0.00	0.15	0.15
Account Clerk II	0.00	0.15	0.00	(0.15)
Administrative Aide I	0.00	0.00	0.20	0.20
Clerk Typist	0.20	0.20	0.00	(0.20)
Housing Specialist	1.65	1.65	0.70	(0.95)
Subtotal - Division	2.67	2.91	1.50	(1.41)
SHIP GRANT Special Revenue Fund				
H&CD Division Director	0.00	0.00	0.05	0.05
Housing Manager	0.24	0.15	0.00	(0.15)
Account Clerk II	0.00	0.05	0.00	(0.05)
Financial Specialist II	0.00	0.00	0.05	0.05
CDBG Projects Coordinator	0.10	0.05	0.00	(0.05)
Housing Specialist	0.54	0.54	0.50	(0.04)
Subtotal - Division	0.88	0.79	0.60	(0.19)
Subtotal - Fund	12.61	11.81	7.25	(4.56)
DEPARTMENT TOTAL	67.80	63.00	60.00	(3.00)

PARKS & RECREATION

ADMINISTRATION General Fund				
Parks & Recreation Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Development Specialist	1.00	1.00	1.00	0.00
Landscape Architect	1.00	0.00	0.00	0.00
Special Projects Coordinator	1.00	0.00	0.00	0.00
DIVISION TOTAL	6.00	4.00	4.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
OCEAN RESCUE				
General Fund		See Fire Department	See Fire Department	
Beach Patrol Captain	1.00	0.00	0.00	0.00
Beach Patrol Operations Supv	1.00	0.00	0.00	0.00
Administrative Aide I	1.00	0.00	0.00	0.00
Clerk Typist	0.00 + 1.00 PT	0.00	0.00	0.00
Lifeguard Lieutenant	7.00	0.00	0.00	0.00
Lifeguard II	16.00	0.00	0.00	0.00
Lifeguard (LG) I	40.00	0.00	0.00	0.00
LG I (Seasonal/Summer -DST)	0.00 + 49.00 PT	0.00	0.00	0.00
Park Rangers	0.00 + 0.00 PT	0.00	0.00	0.00
Subtotal Division	66.00 + 50.00 PT	0.00	0.00	0.00
RDA Fund				
Park Rangers	0.00	0.00	0.00	0.00
Subtotal Fund	0.00	0.00	0.00	0.00
DIVISION TOTAL	66.00 + 50.00 PT	0.00	0.00	0.00
PARKS & LANDSCAPE				
MAINTENANCE				
General Fund				
Assistant Director - Parks	1.00	1.00	1.00	0.00
SP Coord/Designer	0.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Irrigation Systems Supervisor	1.00	1.00	1.00	0.00
Mechanic II	1.00	0.00	0.00	0.00
Municipal Service Worker III	3.00	7.00	7.00	0.00
Municipal Service Worker II	11.00	15.00	15.00	0.00
Municipal Service Worker I	18.00	18.00	18.00	0.00
Municipal Service Worker Trainee	6.00	6.00	6.00	0.00
Park Operations Supervisor	2.00	2.00	2.00	0.00
Park Supervisor	5.00 + 1.00 PT	6.00 + 1.00 PT	6.00 + 1.00 PT	0.00 + 0.00 PT
Parks Superintendent	2.00	2.00	2.00	0.00
Stores Clerk	1.00	1.00	1.00	0.00
Tree Maintenance Supervisor	1.00	1.00	1.00	0.00
Tree Trimmer	2.00	2.00	2.00	0.00
Urban Forester	0.00	0.00	1.00	1.00
DIVISION TOTAL	58.00 + 1.00 PT	67.00 + 1.00 PT	68.00 + 1.00 PT	1.00 + 0.00 PT
RECREATION				
General Fund				
Assistant Director - Recreation	1.00	1.00	1.00	0.00
Administrative Aide I	2.00	2.00	2.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Concession Attendant II	1.00	3.00	3.00	0.00
Conc Attendant (pt-seasonal)	8.00 + 10.00 PT	10.00 + 17.00 PT	10.00 + 17.00 PT	0.00 + 0.00 PT
Ice Rink Manager	1.00	1.00	1.00	0.00
Assistant Ice Rink Manager	0.00	1.00	1.00	0.00
Ice Rink Technician	1.00	2.00	2.00	0.00
Municipal Service Worker III	7.00 + 4.00 PT	7.00 + 4.00 PT	7.00 + 4.00 PT	0.00 + 0.00 PT
Municipal Service Worker II	12.00	12.00	12.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate III	2.00	3.00	3.00	0.00
Pool Guard II	3.00	3.00	3.00	0.00
Pool Guard I	6.00	10.00	10.00	0.00
Pool Guard I (pt-seasonal)	0.00 + 11.00 PT	0.00 + 20.00 PT	0.00 + 20.00 PT	0.00 + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
RECREATION (Continued)				
General Fund				
Recreation Leader II	13.00	13.00	13.00	0.00
Recreation Leader I	21.00 + 3.00 PT	22.00 + 3.00 PT	22.00 + 3.00 PT	0.00 + 0.00 PT
Rec Leader I (pt-seasonal)	0.00 + 46.00 PT	0.00 + 69.00 PT	0.00 + 69.00 PT	0.00 + 0.00 PT
Recreation Program Supervisor	13.00	15.00	15.00	0.00
Recreation Supervisor II	2.00	5.00	5.00	0.00
Recreation Supervisor I	6.00	3.00	3.00	0.00
Tennis Center Manager	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT
Subtotal - Fund	101.00 + 74.00 PT	115.00 + 113.00 PT	115.00 + 113.00 PT	0.00 + 0.00 PT
Special Revenue Fund				
Recreation Leader I	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 0.00 PT
Subtotal - Fund	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	101.00 + 104.00 PT	115.00 + 143.00 PT	115.00 + 143.00 PT	0.00 + 0.00 PT
DEPARTMENT TOTAL	231.00 + 155.00 PT	186.00 + 144.00 PT	187.00 + 144.00 PT	1.00 + 0.00 PT

PUBLIC WORKS

ADMINISTRATION				
General Fund				
Public Works Director	1.00	1.00	1.00	0.00
Assistant Public Works Director	2.00	2.00	1.00	(1.00)
ADA Coordinator	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
DIVISION TOTAL	5.00	5.00	4.00	(1.00)
ENGINEERING				
General Fund				
Capital Projects Coordinator	1.00	0.00	0.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
City Engineer	1.00	1.00	1.00	0.00
City Surveyor	1.00	1.00	1.00	0.00
Civil Engineer III	2.00	2.00	2.00	0.00
Civil Engineer I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Engineering Assistant III	2.00	2.00	2.00	0.00
Engineering Assistant II	1.00	1.00	1.00	0.00
Engineering Assistant I	8.00	8.00	8.00	0.00
Office Associate V	0.00	0.00	1.00	1.00
Office Associate IV	1.00	1.00	1.00	0.00
Permit Supervisor	1.00	0.00	0.00	0.00
Right of Way Manager	1.00	1.00	1.00	0.00
DIVISION TOTAL	22.00	20.00	21.00	1.00
ENVIRONMENTAL RESOURCES MANAGEMENT				
General Fund				
Environmental Specialist	1.00	1.00	2.00	1.00
Construction Manager	1.00	1.00	0.00	(1.00)
Office Associate III	1.00	1.00	1.00	0.00
DIVISION TOTAL	3.00	3.00	3.00	0.00
MID BEACH AREA				
General Fund				
Municipal Service Worker II	2.00	2.00	2.00	0.00
Subtotal - Division	2.00	2.00	2.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
NORTH BEACH AREA				
General Fund				
Municipal Service Worker II	2.00	2.00	2.00	0.00
Subtotal - Division	2.00	2.00	2.00	0.00
General Fund				
South Beach Service Team				
MSW II (Parks)	2.00	2.00	2.00	0.00
MSW I (Parks)	3.00	3.00	3.00	0.00
Tree Trimmer (Parks)	1.00	1.00	1.00	0.00
Superintendent (Sanitation)	1.00	0.00	0.00	0.00
MSW III (Sanitation)	5.00	3.00	3.00	0.00
MSW II (Sanitation)	8.00	5.00	5.00	0.00
MSW I (Sanitation)	3.00	1.00	1.00	0.00
Subtotal Function	23.00	15.00	15.00	0.00
Subtotal - Fund	27.00	19.00	19.00	0.00
Sanitation Fund				
South Beach Service Team				
Operations Supervisor	2.00	2.00	2.00	0.00
Superintendent (Sanitation)	0.00	1.00	1.00	0.00
Municipal Service Worker III	4.00	3.00	3.00	0.00
Municipal Service Worker II	9.00	7.00	7.00	0.00
Municipal Service Worker I	17.00	13.00	13.00	0.00
Subtotal Function	32.00	26.00	26.00	0.00
Subtotal - Fund	32.00	26.00	26.00	0.00
DIVISION TOTAL	59.00	45.00	45.00	0.00
SANITATION				
Enterprise Fund				
Sanitation Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Sanitation Coordinator	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Code Compliance Officer II	4.00	4.00	4.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	6.00	6.00	6.00	0.00
Municipal Service Worker III	1.00	4.00	6.00	2.00
Municipal Service Worker II	6.00	7.00	9.00	2.00
Municipal Service Worker I	16.00	11.00	18.00	7.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Operations Supervisor	2.00	2.00	2.00	0.00
Waste Collector	14.00	9.00	9.00	0.00
Waste Driver Supervisor	7.00	7.00	7.00	0.00
DIVISION TOTAL	64.00	58.00	69.00	11.00
TRANSPORTATION MGMT				
General Fund				
Transportation Manager	1.00	1.00	1.00	0.00
Transportation Coordinator	1.00	1.00	1.00	0.00
Transportation Engineer	0.00	0.00	1.00	1.00
Office Associate V	1.00	0.00	0.00	0.00
Office Associate III	0.00	1.00	0.00	(1.00)
Senior Planner	1.00	0.00	0.00	0.00
DIVISION TOTAL	4.00	3.00	3.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
STREETS/STREETLIGHTS				
General Fund				
Streets & Lighting Superintendent	1.00	1.00	1.00	0.00
Capital Projects Coordinator	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	0.00	(1.00)
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Mason	3.00	3.00	3.00	0.00
Masonry Helper	2.00	2.00	1.00	(1.00)
Municipal Service Worker II	1.00	1.00	1.00	0.00
Municipal Service Worker I	2.00	1.00	1.00	0.00
Street Operations Supervisor	1.00	1.00	1.00	0.00
Street Supervisor	1.00	1.00	1.00	0.00
Electrician Supervisor	1.00	1.00	1.00	0.00
Electrician	1.00	2.00	2.00	0.00
Street Lighting Technician II	3.00	3.00	3.00	0.00
Street Lighting Technician I	3.00	4.00	4.00	0.00
DIVISION TOTAL	23.00	24.00	22.00	(2.00)
WATER OPERATIONS				
Enterprise Fund				
Assistant Public Works Director	0.00	0.00	0.35	0.35
Administrative Secretary	0.00	0.00	0.35	0.35
Utilities Superintendent	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	3.00	3.00	3.00	0.00
Backflow Coordinator	1.00	1.00	1.00	0.00
Control Room Operator	4.00	4.00	4.00	0.00
Electrician Supervisor	1.00	1.00	1.00	0.00
Electrical Helper	2.00	2.00	2.00	0.00
Electronics/Instrument Supv	1.00	1.00	1.00	0.00
Field Supervisor	0.00	1.00	1.00	0.00
GIS Analyst	0.00	1.00	1.00	0.00
Heavy Equipment Operator I	3.00	3.00	3.00	0.00
Mechanic III	1.00	1.00	1.00	0.00
Meter Services Supervisor	1.00	1.00	1.00	0.00
Municipal Service Worker II	9.00	10.00	10.00	0.00
Municipal Service Worker I	10.00	6.00	6.00	0.00
Pumping Mechanic	2.00	2.00	2.00	0.00
Storekeeper II	2.00	2.00	2.00	0.00
Storekeeper I	1.00	1.00	1.00	0.00
Warehouse Supervisor	1.00	1.00	1.00	0.00
Water Field Operations Supv	1.00	1.00	1.00	0.00
Water Meter Technician II	6.00	6.00	6.00	0.00
Water Meter Technician I	5.00	5.00	5.00	0.00
Water Pipefitter	11.00	11.00	7.00	(4.00)
Water Service Representative	2.00	2.00	2.00	0.00
Water Supervisor	3.00	3.00	3.00	0.00
DIVISION TOTAL	72.00	71.00	67.70	(3.30)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
SEWER OPERATIONS				
Enterprise Fund				
Assistant Public Works Director	0.00	0.00	0.35	0.35
Administrative Secretary	0.00	0.00	0.35	0.35
Assistant Pumping Mechanic	5.00	5.00	5.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Clerk	1.00	1.00	1.00	0.00
Control Room Operator	3.00	3.00	3.00	0.00
Diesel Generator Mechanic	1.00	1.00	1.00	0.00
Electrician	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Municipal Service Worker II	6.00	6.00	6.00	0.00
Municipal Service Worker I	7.00	4.00	4.00	0.00
Pumping Mechanic	4.00	4.00	4.00	0.00
Pumping Operations Supv	1.00	1.00	1.00	0.00
Sewer Field Operations Supv	1.00	1.00	1.00	0.00
Sewer Pipefitter	6.00	6.00	6.00	0.00
Sewer Supervisor	4.00	4.00	4.00	0.00
DIVISION TOTAL	43.00	40.00	40.70	0.70
STORMWATER				
Enterprise Fund				
Assistant Public Works Director	0.00	0.00	0.30	0.30
Administrative Secretary	0.00	0.00	0.30	0.30
Administrative Aide II	0.00	1.00	1.00	0.00
Civil Engineer I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Engineering Assistant I	4.00	4.00	4.00	0.00
Field Inspector	1.00	1.00	1.00	0.00
Field Operations Supervisor	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Senior Management Analyst	0.00	1.00	1.00	0.00
Municipal Service Worker III	1.00	1.00	1.00	0.00
Municipal Service Worker II	3.00	3.00	3.00	0.00
Municipal Service Worker I	3.00	2.00	2.00	0.00
Sewer Pipefitter	2.00	2.00	2.00	0.00
Sewer Supervisor	2.00	2.00	2.00	0.00
Special Projects Coordinator	1.00	1.00	1.00	0.00
DIVISION TOTAL	22.00	23.00	23.60	0.60
PROPERTY MANAGEMENT				
ADMINISTRATION				
Internal Service Fund				
Property Mgmt Div Director	1.00	1.00	1.00	0.00
Property Mgmt Asst Director	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	2.00	2.00	2.00	0.00
Data Entry Clerk	1.00	1.00	1.00	0.00
Contract Coordinator	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Storekeeper I	1.00	1.00	1.00	0.00
Subtotal - Division	9.00	9.00	9.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
OPERATIONS				
Internal Service Fund				
Air Conditioning Supervisor	1.00	1.00	1.00	0.00
Air Conditioning Mechanic	3.00	3.00	3.00	0.00
Building Services Technician	3.00	3.00	4.00	1.00
Carpenter	10.00	10.00	10.00	0.00
Graffiti Removal Coordinator	1.00	1.00	1.00	0.00
Electrician Supervisor	1.00	1.00	1.00	0.00
Electrician	4.00	4.00	4.00	0.00
Maintenance Supervisor	1.00	1.00	1.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Mason	2.00	2.00	2.00	0.00
Paint Supervisor	1.00	1.00	1.00	0.00
Painter	5.00	5.00	5.00	0.00
Plumbing Supervisor	1.00	1.00	1.00	0.00
Plumber	3.00	3.00	3.00	0.00
Subtotal - Division	38.00	38.00	39.00	1.00
CONSTRUCTION				
Internal Service Fund				
Air Conditioning Mechanic	1.00	1.00	1.00	0.00
Carpenter	2.00	2.00	2.00	0.00
Construction Manager	1.00	1.00	1.00	0.00
Electrician	2.00	2.00	2.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Painter	2.00	2.00	2.00	0.00
Planning Technician	1.00	1.00	1.00	0.00
Plumber	1.00	0.00	0.00	0.00
Subtotal - Division	12.00	11.00	11.00	0.00
Subtotal - Fund	59.00	58.00	59.00	1.00
SOUTH BEACH AREA				
General Fund				
Service Supervisor	1.00	1.00	1.00	0.00
Electrician	2.00	2.00	2.00	0.00
Municipal Service Worker III	1.00	1.00	1.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	0.00
Painter	2.00	2.00	2.00	0.00
Subtotal	7.00	7.00	7.00	0.00
Subtotal - Fund	7.00	7.00	7.00	0.00
DIVISION TOTAL	66.00	65.00	66.00	1.00
DEPARTMENT TOTAL	383.00	357.00	365.00	8.00

DEPARTMENTAL POSITION DETAILS

**AMENDED
FY 02/03**

**AMENDED
FY 03/04**

**ADOPTED
FY 04/05**

**Adopt 05 - Amend 04
Variance**

CAPITAL IMPROVEMENT PROGRAM

General Fund				
Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Capital Projects Coordinator	3.00	3.00	3.00	0.00
Sr Capital Projects Coord	2.00	3.00	3.00	0.00
Capital Projects Administrator	1.00	1.00	1.00	0.00
Construction Manager	3.00	3.00	3.00	0.00
Community Information Mgr	1.00	1.00	1.00	0.00
Engineering Assistant III	1.00	0.00	0.00	0.00
Engineering Assistant I	2.00	0.00	0.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Field Supervisor	0.00	1.00	1.00	0.00
Field Inspector II	0.00	1.00	2.00	1.00
Field Inspector I	1.00	2.00	2.00	0.00
Financial Analyst I	0.00	0.00	1.00	1.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	2.00	2.00	2.00	0.00
Paralegal	0.00	0.00	1.00	1.00
Capital Improv Admin-Finance	1.00	0.00	0.00	0.00
Senior Capital Project Planner	3.00	3.00	3.00	0.00
DEPARTMENT TOTAL	24.00	24.00	27.00	3.00

PARKING

ADMINISTRATION				
Enterprise Fund				
Parking Director	1.00	1.00	1.00	0.00
Account Clerk II	1.00	1.00	1.00	0.00
Account Clerk I	4.00	4.00	4.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Customer Service Liaison	1.00	1.00	1.00	0.00
Revenue Processor I	1.00	1.00	1.00	0.00
Revenue Processor II	1.00	1.00	1.00	0.00
Meter Analyst	1.00	1.00	1.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	3.00	3.00	3.00	0.00
Parking Dispatcher	1.00	1.00	1.00	0.00
Parking Operations Manager	2.00	2.00	2.00	0.00
Security Supervisor	1.00	1.00	1.00	0.00
Subtotal - Division	20.00	20.00	20.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
ON-STREET PARKING				
Enterprise Fund				
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	4.00	2.00
Municipal Service Worker III	8.00	6.00	6.00	0.00
Municipal Service Worker II	3.00	3.00	3.00	0.00
Municipal Service Worker I	1.00	1.00	1.00	0.00
Office Associate IV	0.50	0.50	0.50	0.00
Painter	1.00	1.00	1.00	0.00
Parking Enforcement Spec II	6.00	6.00	6.00	0.00
Parking Enforcement Spec I	36.00	36.00 + 0.00 PT	36.00 + 6.00 PT	0.00 + 6.00 PT
Parking Meter Technician II	2.00	2.00	2.00	0.00
Parking Meter Technician I	10.00	9.00	9.00	0.00
Parking Operations Manager	3.00	3.00	3.00	0.00
Sign Maker	1.00	1.00	1.00	0.00
Subtotal - Division	74.50	71.50 + 0.00 PT	73.50 + 6.00 PT	2.00 6.00 PT
OFF-STREET PARKING				
Enterprise Fund				
Assistant Director	1.00	1.00	1.00	0.00
Capital Projects Coordinator (CIP)	1.00	1.00	1.00	0.00
Office Associate IV	1.50	1.50	1.50	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	0.00
Painter	1.00	1.00	1.00	0.00
Parking Facilities Supervisor	5.00	5.00	5.00	0.00
Parking Operations Manager	1.00	1.00	1.00	0.00
Parking Operations Supv	1.00	1.00	1.00	0.00
Subtotal - Division	14.50	14.50	14.50	0.00
DEPARTMENT TOTAL	109.00	106.00	108.00 + 6.00 PT	2.00 + 6.00 PT

FLEET MANAGEMENT

Internal Service Fund				
Fleet Mgmt Division Director	1.00	1.00	1.00	0.00
Account Clerk II	1.00	1.00	0.00	(1.00)
Account Clerk I	1.00	1.00	0.00	(1.00)
Fleet Operations Supervisor	1.00	1.00	1.00	0.00
Fleet Analyst	1.00	1.00	1.00	0.00
Fleet Service Representative	4.00	4.00	4.00	0.00
Lead Mechanic	1.00	1.00	1.00	0.00
Mechanic III	7.00	7.00	7.00	0.00
Mechanic II	8.00	6.00	6.00	0.00
Municipal Service Worker III	2.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	2.00	1.00
DIVISION TOTAL	28.00	25.00	24.00	(1.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
POLICE				
OFFICE OF THE CHIEF				
General Fund				
Chief of Police	1.00	1.00	1.00	0.00
Assistant Chief of Police	2.00	2.00	2.00	0.00
Major	1.00	1.00	1.00	0.00
Executive Assistant to the Chief	0.00	1.00	1.00	0.00
Captain	2.00	0.00	0.00	0.00
Lieutenant	1.00	0.00	0.00	0.00
Sergeant	4.00	4.00	4.00	0.00
Police Officer	3.00	3.00	3.00	0.00
Subtotal Division - Sworn	14.00	12.00	12.00	0.00
Office Associate V	0.00	0.00	1.00	1.00
Account Clerk III	1.00	1.00	1.00	0.00
Account Clerk I	1.00	1.00	1.00	0.00
Police Financial Assistant	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	7.00	7.00	8.00	1.00
DIVISION TOTAL	21.00	19.00	20.00	1.00
PATROL				
General Fund				
Major	1.00	2.00	2.00	0.00
Captain	3.00	4.00	4.00	0.00
Lieutenant	11.00	12.00	12.00	0.00
Sergeant	33.00	34.00	34.00	0.00
Police Officer	205.00	212.00	214.00	2.00
Subtotal - Fund	253.00	264.00	266.00	2.00
South Pointe RDA Fund				
Lieutenant	0.00	0.50	0.50	0.00
Sergeant	0.00	1.00	1.00	0.00
Police Officer	0.00	5.00	6.00	1.00
Subtotal - Fund	0.00	6.50	7.50	1.00
City Center RDA Fund				
Lieutenant	0.00	0.50	0.50	0.00
Sergeant	0.00	1.00	1.00	0.00
Police Officer	0.00	8.00	9.00	1.00
Subtotal - Fund	0.00	9.50	10.50	1.00
Total - RDA Fund	0.00	16.00	18.00	2.00
LETf (Confiscation) Fund				
Police Officer	0.00	0.00	1.00	1.00
Subtotal - Fund	0.00	0.00	1.00	1.00
Subtotal Division - Sworn	253.00	280.00	285.00	5.00
Clerk Typist	2.00	2.00	2.00	0.00
Administrative Aide I	2.00	2.00	2.00	0.00
Detention Officer	3.00	3.00	3.00	0.00
Office Associate III	1.00	0.00	0.00	0.00
School Guard (PT)	0.00 + 14.00 PT	0.00 + 14.00 PT	0.00 + 14.00 PT	0.00 + 0.00 PT
Public Safety Specialist	13.00	7.00	7.00	0.00
Subtotal - Fund	21.00 + 14.00 PT	14.00 + 14.00 PT	14.00 + 14.00 PT	0.00 + 0.00 PT
Subtotal Division - Civilian	21.00 + 14.00 PT	14.00 + 14.00 PT	14.00 + 14.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	274.00 + 14.00 PT	294.00 + 14.00 PT	299.00 + 14.00 PT	5.00 + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
SUPPORT SERVICES				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	2.00	2.00	2.00	0.00
Lieutenant	1.00	1.00	1.00	0.00
Sergeant	5.00	4.00	4.00	0.00
Police Officer	4.00	6.00	6.00	0.00
Subtotal Division - Sworn	13.00	14.00	14.00	0.00
Account Clerk I	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	3.00	3.00	0.00
Administrative Aide I	2.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	2.00	1.00	1.00	0.00
Firearms Specialist	1.00	1.00	1.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Office Associate V	1.00	2.00	2.00	0.00
Office Associate III	1.00	0.00	0.00	0.00
Police Fleet Specialist	1.00	1.00	1.00	0.00
Property & Evidence Tech II	2.00	2.00	2.00	0.00
Property & Evidence Tech I	10.00	10.00	10.00	0.00
Subtotal Division - Civilian	26.00	25.00	25.00	0.00
DIVISION TOTAL	39.00	39.00	39.00	0.00
CRIMINAL INVESTIGATIONS				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	2.00	2.00	2.00	0.00
Lieutenant	4.00	4.00	4.00	0.00
Sergeant	14.00	13.00	13.00	0.00
Police Officer	59.00	53.00	51.00	(2.00)
Subtotal Division - Sworn	80.00	73.00	71.00	(2.00)
General Fund				
Administrative Aide II	2.00	2.00	2.00	0.00
Administrative Aide I	2.00	2.00	2.00	0.00
Office Associate V (School)	0.00	0.00	3.00	3.00
Crime Scene Supervisor	1.00	1.00	1.00	0.00
Crime Scene Tech II	2.00	2.00	2.00	0.00
Crime Scene Tech I	8.00	8.00	8.00	0.00
Victims' Advocate	1.00	1.00	1.00	0.00
Crime Analyst	1.00	1.00	1.00	0.00
Police Photographer	1.00	1.00	1.00	0.00
Public Safety Specialist	1.00	2.00	2.00	0.00
Subtotal - Fund	19.00	20.00	23.00	3.00
South Pointe RDA Fund				
Office Associate V (School)	0.00	0.00	1.00	1.00
Crime Analyst	0.00	0.00	0.50	0.50
Quality of Life Coordinator	0.00	0.00	0.25	0.25
Subtotal - Fund	0.00	0.00	1.75	1.75
City Center RDA Fund				
Crime Analyst	0.00	0.00	0.50	0.50
Quality of Life Coordinator	0.00	0.00	0.25	0.25
Subtotal - Fund	0.00	0.00	0.75	0.75
Total - RDA Fund	0.00	0.00	2.50	2.50
LETF (Confiscation) Fund				
Quality of Life Coordinator	0.00	0.00	0.50	0.50
Subtotal - Fund	0.00	0.00	0.50	0.50

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
Grant Funds				
Victims' Advocate - VOCA	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	20.00	21.00	27.00	6.00
DIVISION TOTAL	100.00	94.00	98.00	4.00
TECHNICAL SERVICES				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	2.00	1.00	1.00	0.00
Sergeant	1.00	1.00	1.00	0.00
Police Officer	2.00	0.00	0.00	0.00
Subtotal Division - Sworn	6.00	3.00	3.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Clerk Typist	2.00	2.00	2.00	0.00
Communications Operator	16.00	16.00	16.00	0.00
Communications Supervisor	6.00	6.00	6.00	0.00
Communications Manager	2.00	2.00	2.00	0.00
Complaint Operator II	11.00	11.00	11.00	0.00
Data Entry Clerk	6.00	6.00	6.00	0.00
Dispatcher	24.00	24.00	24.00	0.00
911 Records Custodian	1.00	1.00	1.00	0.00
Information Tech Specialist III	1.00	0.00	0.00	0.00
Information Tech Specialist II	1.00	0.00	0.00	0.00
Office Associate V	1.00	0.00	0.00	0.00
Office Associate III	0.00	1.00	1.00	0.00
Police Commander	1.00	1.00	1.00	0.00
Public Safety Specialist	0.00	1.00	1.00	0.00
Police Records Manager	1.00	1.00	1.00	0.00
Police Records Supervisor	1.00	1.00	1.00	0.00
Records Technician	4.00	4.00	4.00	0.00
Subtotal - Fund	80.00	79.00	79.00	0.00
LETf (Confiscation) Fund				
Info Tech Specialist II	1.00	0.00	0.00	0.00
Subtotal - Fund	1.00	0.00	0.00	0.00
Subtotal Division - Civilian	81.00	79.00	79.00	0.00
DIVISION TOTAL	87.00	82.00	82.00	0.00
DEPARTMENT TOTAL	521.00 + 14.00 PT	528.00 + 14.00 PT	538.00 + 14.00 PT	10.00 + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 02/03	AMENDED FY 03/04	ADOPTED FY 04/05	Adopt 05 - Amend 04 Variance
FIRE				
SUPPRESSION				
General Fund				
Fire Chief	1.00	1.00	1.00	0.00
Assistant Fire Chief	2.00	2.00	2.00	0.00
Fire Division Chief	3.00	3.00	3.00	0.00
Fire Captain	6.00	6.00	6.00	0.00
Fire Lieutenant	15.00	15.00	15.00	0.00
Firefighter II	24.00	24.00	24.00	0.00
Firefighter I	62.00	62.00	62.00	0.00
Subtotal Division - Sworn	113.00	113.00	113.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Executive Office Associate I	0.00	1.00	1.00	0.00
Office Associate V	1.00	0.00	0.00	0.00
Subtotal Division - Civilian	2.00	2.00	2.00	0.00
DIVISION TOTAL	115.00	115.00	115.00	0.00
RESCUE				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	0.00
Fire Lieutenant	3.00	3.00	3.00	0.00
Firefighter II	21.00	21.00	21.00	0.00
Firefighter I	47.00	47.00	47.00	0.00
Subtotal Division - Sworn	73.00	73.00	73.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	0.00 + 1.00 PT	0.00 + 1.00 PT	1.00 + 0.00 PT	1.00 + (1.00) PT
EMS Training Coordinator	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	2.00 + 1.00 PT	2.00 + 1.00 PT	3.00 + 0.00 PT	1.00 + (1.00) PT
DIVISION TOTAL	75.00 + 1.00 PT	75.00 + 1.00 PT	76.00 + 0.00 PT	1.00 + (1.00) PT
PREVENTION				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	0.00
Firefighter II	1.00	1.00	1.00	0.00
Firefighter I	9.00	9.00	9.00	0.00
Subtotal Division - Sworn	12.00	12.00	12.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	1.00	1.00	1.00	0.00
Fire Protection Analyst	5.00	5.00	5.00	0.00
Subtotal Division - Civilian	9.00	9.00	9.00	0.00
DIVISION TOTAL	21.00	21.00	21.00	0.00
SUPPORT SERVICES				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	0.00
Firefighter II	1.00	1.00	1.00	0.00
Firefighter I	4.00	4.00	4.00	0.00
Subtotal Division - Sworn	7.00	7.00	7.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Fire Equipment Mechanic	3.00	3.00	3.00	0.00
Shop Mechanic	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	5.00	5.00	5.00	0.00
DIVISION TOTAL	12.00	12.00	12.00	0.00

DEPARTMENTAL POSITION DETAILS

**AMENDED
FY 02/03**

**AMENDED
FY 03/04**

**ADOPTED
FY 04/05**

**Adopt 05 - Amend 04
Variance**

OCEAN RESCUE				
General Fund	See Parks & Recreation			
Beach Patrol Captain	0.00	1.00	1.00	0.00
Beach Patrol Operations Supv	0.00	1.00	1.00	0.00
Administrative Aide I	0.00	1.00	1.00	0.00
Clerk Typist	0.00 + 0.00 PT	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 0.00 PT
Lifeguard Lieutenant	0.00	7.00	7.00	0.00
Lifeguard II	0.00	16.00	16.00	0.00
Lifeguard (LG) I	0.00	40.00	42.00	2.00
LG I (Seasonal/Summer -DST)	0.00 + 0.00 PT	0.00 + 49.00 PT	0.00 + 47.00 PT	0.00 + (2.00) PT
Park Rangers	0.00 + 0.00 PT	2.00 + 0.00 PT	0.00 + 0.00 PT	(2.00) + 0.00 PT
Subtotal Division	0.00 + 0.00 PT	68.00 + 50.00 PT	68.00 + 48.00 PT	0.00 + (2.00) PT
RDA Fund				
Park Rangers	0.00	9.00 + 2.00 PT	0.00 + 0.00 PT	(9.00) + (2.00) PT
Subtotal Division	0.00	9.00 + 2.00 PT	0.00 + 0.00 PT	(9.00) + (2.00) PT
DIVISION TOTAL	0.00 + 0.00 PT	77.00 + 52.00 PT	68.00 + 48.00 PT	(9.00) + (4.00) PT
DEPARTMENT TOTAL	223.00 + 1.00 PT	300.00 + 53.00 PT	292.00 + 48.00 PT	(8.00) + (5.00) PT

CITYWIDE TOTAL	1,912.00 + 178.00 PT	1,916.00 + 214.00 PT	1,933.00 + 216.00 PT	17.00 + 2.00 PT
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HISTORY OF MIAMI BEACH

Miami Beach is a city with an exciting past and equally enticing future. Beginning in 1879, Henry B. Lum arrived with his son Charles at the shores of what would later be known as the City of Miami Beach. The two were quite impressed by the fact that coconut palms were growing at water's edge. The Lums had visions of a great coconut plantation on the shores.

When Lum returned to South Florida in 1881, he and a group of investors, including John S. Collins, purchased large tracts of land from the federal government from between \$0.75 and \$1.25 an acre. Unfortunately, the Beach did not prove to be an ideal locale for growing the palms commercially and their plans were dashed.

Collins visited Miami in 1896 to check on his plantation investment. After a partnership disintegrated in 1907, Collins became the sole owner of a five-mile strip of land between the Atlantic Ocean and Biscayne Bay (from approximately fourteenth to sixty-seventh streets). He decided to try his hand at growing avocados, bananas and mangoes as well as a host of vegetables.

Collins' family members, including son-in-law Thomas Pancoast, traveled to Miami Beach in 1911 to see what the patriarch was up to. At the time they arrived The Biscayne Navigation Company was in full operation, running ferry boats from the mainland so that people could take advantage of the sun and surf. Bathing "casinos" were beginning to appear at the ocean's side.

The Collins family set up the Miami Beach Improvement Company, which was charged with making two major capital improvements: the first, a canal to be dredged through the mangroves from the Collins' farm to Biscayne Bay; the second, and loftier goal, a bridge to the mainland. Both projects were underway by 1912.

Coincidentally, Carl Graham Fisher was vacationing with his wife, Jane, across the Bay at about the same time. Collins acquired \$50,000 in much-needed capital from Fisher to finish the bridge, predecessor of today's Venetian Causeway, which was built in 1926. Collins had sweetened the deal by deeding 200 acres of land to Fisher. He was also granted loans from the Lummus brothers (J.N and J.E.).

With this vital transportation link in place, Fisher began clearing the swampland and promoting Miami Beach as a tropical resort. With his financial backing and foresight, a great land sale began in Miami Beach.

Fisher wasn't content with the existing land, however. In 1913, he put John Levi in charge of dredging up Biscayne Bay and creating new islands to develop with his newest company, Alton Beach Realty.

Fisher and friend Jim Allison had made their first fortune with Prest-O-Lite, one of the first successful automobile headlights manufactured. The flamboyant Fisher is credited with bringing Miami Beach its first bathing beauties, an idea he capitalized on to focus attention on the oceanside village. He built golf courses and polo fields, tennis courts and grandstands to watch speedboat racing.

Fisher teamed up with public relations man Steve Hannegan to stage a host of daring publicity stunts over the years. Through their joint efforts, Miami Beach was on its way to becoming a household name.

The Lummus brothers had acquired most of the land in what is now the South Pointe area of the city, calling it Ocean Beach. They built the first sidewalks, paved streets and a roadway named Atlantic Boulevard, which later became one of the most famous streets in the world - Collins Avenue.

On March 26, 1915, Alton Beach Realty, Ocean Beach Realty and the Miami Beach Improvement Company incorporated their respective territories into a new town called Miami Beach. J.N. Lummus was elected as the community's first mayor.

The great land boom of the early 20s was still in progress in 1926 when South Florida was rocked by one of its worst hurricanes. More than 100 lives were lost in South Florida during that storm, along with millions of dollars in property damage. But the pioneers persevered and began to rebuild their city and their lives. Though it only took a few months to construct new homes and hotels, it took years for Miami Beach to recover economically.

The city ultimately evolved as a major convention destination and, when daily trans-Atlantic airline service was inaugurated, became an international resort as well. The advent of air conditioning changed the city's status from that of a winter-only retreat, shuttered during the summer months, to a year-round tropical resort.

Population figures tell Miami Beach's history as dramatically as any other. When incorporated in 1915 there were just over 100 people residing in Miami Beach. The first census in 1920, listed 644 residents. By 1940, the population expanded to 28,012. As of the 2000 census there were 87,933 people residing year-round in this oceanfront community.

**CITY OF MIAMI BEACH, FLORIDA
TEN LARGEST TAXPAYERS
2004**

<u>Owner</u>	<u>Type of Property</u>	<u>2004 Assessed Value</u>	<u>Percentage of Total Assessed Valuation</u>
Loews Miami Beach Hotel	Hotel	\$ 125,283,186	1.04%
Hotelerama Association Ltd.	Hotel	103,061,168	0.85%
Floridian of Miami Beach	Condo	79,460,000	0.66%
Morton Towers Apts. LP	Apartments	75,848,760	0.63%
Roney Plaza Associates Ltd.	Hotel	72,230,700	0.60%
Di Lido Beach Hotel Corp.	Hotel	61,900,000	0.51%
Eden Roc Acquisition LP	Hotel	38,830,000	0.32%
South Gate Apartments	Apartments	38,747,840	0.32%
Philips South Beach LP	Apartments	38,009,283	0.31%
Smith Property Holdings S.Beach	Apartments	37,081,940	0.31%
		<u>\$ 670,452,877</u>	<u>5.54%</u>

Source: Miami-Dade County, Florida; Department of Property Appraisal:
City of Miami Beach Valuation Roll, 2004

**CITY OF MIAMI BEACH, FLORIDA
TEN LARGEST PUBLIC AND PRIVATE EMPLOYERS
LOCATED IN MIAMI-DADE COUNTY**

Ten Largest Public Employers		Ten Largest Private Employers	
Miami-Dade County Public Schools	54,387	Baptist Health Systems	10,300
Miami-Dade County	32,265	University of Miami	9,079
Federal Government	20,100	American Airlines	9,000
Government State of Florida	18,900	United Parcel Service	5,000
Jackson Memorial Hospital	11,700	Bell South	4,800
Miami-Dade Community College	7,500	Winn-Dixie Stores	4,616
Florida International University	5,000	Publix Supermarkets	4,000
City of Miami	3,954	Florida Power & Light	3,665
VA Medical Center	2,018	Burdines-Macy's	3,368
City of Miami Beach	1,839	Mt. Sinai Medical Center	3,000

Source: The Beacon Council

GLOSSARY OF KEY TERMS

ACCRUAL BASIS OF ACCOUNTING

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

AD VALOREM TAXES (a/k/a/ Property Tax)

Taxes paid on the fair market value of land, buildings, and business inventory and equipment. Used to fund general operations and debt service. Also see "*Millage Rate*".

APPROPRIATION

Money allocated by the City Commission for a specific purpose.

ASSESSED VALUATION

The just or fair market value of land, buildings, and business inventory and equipment as determined on an annual basis by the Property Appraiser in accordance with State law.

BOND FUNDS

Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as "*Capital Projects Funds*"). May be General Obligation or Revenue Bonds.

BUDGET

A balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded within a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which revenues equal expenditures.

CAPITAL RENEWAL AND REPLACEMENT

Additional millage of 0.126 mills resulting in a restricted amount of approximately \$1.35 million to be used exclusively to provide for replacement and renewal of capital items related to our facilities and infrastructure over and above the \$27.4 million already included in the City's Adopted FY 2004/05 Budget for recurring maintenance. This additional millage will be reviewed and approved each year by the City Commission as part of the budget process, and will be used exclusively to address major capital replacement and renewal needs for General Fund departments related to those capital expenditures that help to extend the useful life of our facilities and infrastructure. The specific list of projects is submitted to the City Commission for final approval at the second public hearing in September.

GLOSSARY OF KEY TERMS

(Continued)

**COMMUNITY
DEVELOPMENT BLOCK
GRANTS (CDBG)**

Programs providing broad-based community services to meet the physical, economic and social needs of the City and to its residents. Programs funded include hot meals for the elderly, neighborhood street improvements, childcare services, vocational tuition waivers, and other services.

DEBT SERVICE

Scheduled payment of principal and interest on outstanding bonds.

FISCAL YEAR

The fiscal year for the City of Miami Beach begins on October 1st and ends on September 30th.

FUND

A group of appropriations treated as an entity to meet legal requirements or Generally Accepted Accounting Principles.

FUND BALANCE

The equity or net worth of a general or trust fund resulting from the residual or excess earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.

GOAL

The primary purpose for which a unit of government exists. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.

**KEY INTENDED
OUTCOME (KIO)**

Desired result from a program or activity that forms a rationale basis for the program's or activity's funding.

**LOCAL GOVERNMENT
1/2 CENT SALES TAX**

The value of 1/2 cent of the State sales tax, which is returned to the county of collection and shared by the county and its constituent cities on the basis of population.

**LOCAL OPTION
GAS TAX**

A tax levy of up to six cents on each gallon of motor and special fuels sold, which may be imposed by Dade County in accordance with State law, and which is shared with the cities in the County, including Miami Beach.

MILLAGE RATE

One mill equals \$ 1.00 of tax for each \$ 1,000 of property value. The millage rate is the total number of mills of tax assessed against this value, establishing a reserve for early payment, delinquencies and equalization. The millage value has been discounted for FY 2004/05 at 96.5%, as permitted by State law.

GLOSSARY OF KEY TERMS

(Continued)

**MODIFIED ACCRUAL
BASIS OF ACCOUNTING**

Mixture of cash and accrual basis. Revenues are recorded when both measurable and available. Revenues are considered available when collectible either during the current period or after the end of the current period but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

OBJECTIVES

Measurable and specific accomplishments that work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.

OPERATING BUDGET

A balanced fiscal plan for providing governmental programs and services for a single fiscal year.

**OPERATING
EXPENDITURES**

All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.

PERSONNEL SERVICES

All costs associated with salaries, fringes, and other related employee benefits.

**PRIOR YEAR
ENCUMBRANCES**

Outstanding obligations to purchase goods and/or services which existed at fiscal year end, reserved in fund balance or retained earnings of all applicable funds, and reappropriated at the beginning of the consecutive fiscal year.

PRIVATIZATION

Contracting with a private sector entity to deliver services usually provided by the public sector. This transfer of responsibilities usually results in savings to the public sector agency.

PROPERTY TAXES

Taxes paid on the assessed or "just" value of land, buildings, business inventory or equipment.

GLOSSARY OF KEY TERMS

(Continued)

REDEVELOPMENT AGENCY (RDA)

There are currently two RDA Special Districts; South Pointe and City Center. These were created in 1973 and 1993 respectively under the provisions of Chapter 163 of the Florida Statutes to spur development and revitalization in these areas. Increases in Ad Valorem tax revenues above base year levels are shared with the County and reinvested in the district. (See RDA Section for more details.)

RETAINED EARNINGS

The accumulated income earned less than the costs incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

REVENUE

Income derived from taxes, fees, and charges. In the broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

ROLLED-BACK MILLAGE RATE

That millage rate which will provide the same property tax levy as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

STATE REVENUE SHARING

Funds distributed by formula to local governments with few or no limits on the purposes for which funds may be used

FUND DEFINITIONS

GENERAL	To account for all financial resources except those required to be accounted for in another fund. Usually applies to funds used for normal operating purposes.
SPECIAL REVENUE	To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes.
CAPITAL PROJECTS	To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds). Usually funded through the sale of bonds.
DEBT SERVICE	To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. City funds are: General Obligation and Excise Tax Debt Service.
ENTERPRISE	To account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Convention Center, Parking, Sanitation, Water, Sewer and Storm Water.
INTERNAL SERVICE	To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis. City operations included in this category are: Central Services, Information Technology, Fleet Management, Property Management, and Self-Insurance.
TRUST AND AGENCY	To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units and/or other funds. These include (a) Expendable Trust Funds, (b) Non-expendable Trust Funds, (c) Pension Trust Funds, and (d) Agency Funds.

OTHER LONG TERM DEBT

Revenue Bonds

Parking Fund

The Parking Revenue Fund had the following changes in its current and Long-Term debt outstanding for the year ended September 30, 2003:

<u>Indebtedness</u>	<u>Balance 10/1/02</u>	<u>Debt Repaid</u>	<u>Balance 09/30/03</u>
Special Obligation Bonds & loan	\$ 35,163,046	\$ 1,268,988	\$ 33,894,058

Parking Revenue Fund indebtedness at September 30, 2003, is comprised of the following issued indebtedness:

\$10,795,000	1996 Special Obligation Refunding Bonds due in annual installments through 2009: interest at 3.2% and 5.0%	<u>\$ 5,455,000</u>
\$21,000,000	1997 Special Obligation Bonds due in annual installments through 2022: interest at 4.00% - 5.125%	<u>\$ 20,735,000</u>
\$ 8,143,046	2001 Gulf Breeze Loan Pool due in annual installments through 2015: interest at 3.875% - 4.75%	<u>\$ 7,704,058</u>

The aggregate maturities of Long-Term Debt at September 30, 2003, are as follows:

Year Ending	<u>Bonded Debt</u>		
<u>September 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2004	\$ 1,325,314	\$ 1,645,286	\$ 2,970,600
2005	1,380,268	1,586,530	2,966,798
2006	1,443,408	1,524,259	2,967,667
2007	1,510,176	1,458,821	2,968,997
2008	1,576,944	1,390,054	2,966,998
2009-2013	9,068,450	5,761,512	14,829,962
2014-2018	9,889,498	3,350,531	13,240,029
2019-2022	7,700,000	1,010,907	8,710,907
	<u>\$33,894,058</u>	<u>\$17,727,900</u>	<u>\$51,621,958</u>
Less:			
Unamortized Bond Discount	<u>728,069</u>		<u>728,069</u>
	<u>\$ 33,165,989</u>	<u>\$ 17,727,900</u>	<u>\$ 50,893,889</u>

Water and Sewer Fund

The Water & Sewer Fund issued \$59,060,000 in Water and Sewer Revenue Bonds, Series 1995, on June 8, 1995. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The bonds were issued to construct various improvements and extensions to the Water and Sewer utility. Indebtedness of the Water and Sewer Fund at September 30, 2003 is as follows:

\$59,060,000 1995 Revenue Bonds Due in annual installments
through 2015: Interest at 4.20% - 5.40% \$ 42,000,000

The Water & Sewer Fund issued \$54,310,000 in Water and Sewer Revenue Bonds, Series 2001, on September 1, 2001. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The bonds were issued to construct various improvements and extensions to the Water and Sewer utility.

Indebtedness of the Water and Sewer Fund at September 30, 2003 is as follows:

\$54,310,000 2000 Revenue Bonds Due in annual installments
through 2030: Interest at 5.00% - 5.75% \$ 54,310,000

The aggregate maturities of Long-term debt as of September 30, 2003 are as follows:

Year Ending	Bonded Debt		
	Principal	Interest	Total
<u>September 30</u>			
2004	\$ 2,605,000	\$ 5,183,223	\$ 7,788,223
2005	2,735,000	5,052,972	7,787,972
2006	2,875,000	4,913,488	7,788,488
2007	3,020,000	4,766,143	7,786,143
2008	3,180,000	4,607,594	7,787,594
2009-2013	18,650,000	20,279,931	38,929,931
2014-2018	16,585,000	15,077,826	31,662,826
2019-2023	15,830,000	10,993,075	26,823,075
2024-2028	20,855,000	5,973,337	26,828,337
2029-2030	<u>9,975,000</u>	<u>754,250</u>	<u>10,729,250</u>
	\$96,310,000	\$77,601,839	\$173,911,839
Less: Unamortized Bond Discount	<u>1,254,777</u>		<u>1,254,777</u>
	<u>\$ 95,055,223</u>	<u>\$ 77,601,839</u>	<u>\$172,657,062</u>

Storm Water

The Storm Water Fund issued \$52,170,000 in Storm Water Revenue Bonds, Series 2000, on November 7, 2000. The bonds will be repaid solely from pledged revenues of the Storm Water System. They are registered transcripts and insured. The bonds were issued to construct certain improvements to the Storm Water utility. Indebtedness of the Storm Water Fund at September 30, 2003 is as follows:

\$52,170,000	2000 Storm Water Revenue Bonds Due in annual installments through 2030:	
	Interest at 4.5%-5.75%	<u>\$50,465,000</u>

The aggregate maturities of Long-term debt at September 30, 2003 are as follows:

<u>Year Ending September 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2004	\$ 910,000	\$ 2,659,696	\$ 3,569,696
2005	950,000	2,618,746	3,568,746
2006	995,000	2,575,997	3,570,997
2007	1,040,000	2,531,221	3,571,221
2008	1,085,000	2,484,421	3,569,421
2009-2013	6,255,000	11,595,044	17,850,044
2014-2018	8,185,000	9,663,519	17,848,519
2019-2023	10,660,000	7,182,831	17,842,831
2024-2028	13,780,000	4,064,087	17,844,087
2029-2030	6,605,000	537,232	7,142,232
	<u>\$ 50,465,000</u>	<u>\$45,912,794</u>	<u>\$96,377,794</u>
Less: Unamortized Bond Discount	<u>600,957</u>		<u>600,957</u>
	<u>\$49,864,043</u>	<u>\$45,912,794</u>	<u>\$95,776,837</u>

Special Obligation Bonds – Governmental Activities

At September 30, 2003 the outstanding principal of special obligation bond issues and repayment sources were as follows:

<u>Issue Name</u>	<u>Repayment Source</u>	<u>Total Outstanding Principal</u>
1996 Resort Tax Revenue Refunding Bonds	2% Resort Tax	\$ 3,495,000
1985B Gulf Breeze Fixed rate	Annual Appropriation	2,090,000
1985C Gulf Breeze Fixed rate	Annual Appropriation	13,530,942
1985E Gulf Breeze Fixed rate	Annual Appropriation	21,575,000
1994 Sunshine State VRDS	Annual Appropriation	5,835,000
1994 Pension Obligation Bonds	Annual Appropriation	44,905,000
1989 Tax Increment Revenue Bonds	RDA Tax Increment Revenue	1,535,000
1993 Tax Increment Revenue Bonds	RDA Tax Increment Revenue	20,660,000
1996 Tax Increment Revenue Bonds	RDA Tax Increment Revenue	40,645,000
1998 Tax Increment Revenue Bonds	RDA Tax Increment Revenue	<u>35,120,000</u>
Total Special Obligation Bonds		<u>\$189,390,942</u>

RESOLUTION NO. 2004-25688

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING: 1) THE FINAL AD VALOREM MILLAGE OF 7.425 MILLS FOR GENERAL OPERATING PURPOSES, WHICH IS SEVENTEEN AND SIX TENTHS PERCENT (17.6%) GREATER THAN THE "ROLLED-BACK" RATE OF 6.314 MILLS; AND 2) THE DEBT SERVICE MILLAGE RATE OF 0.748 MILLS.

WHEREAS, on September 9, 2004, the Mayor and City Commission tentatively adopted the operating millage rate of 7.425 mills and the debt service millage rate of 0.748 mills for Fiscal Year (FY) 2004/05; and

WHEREAS, the ad valorem millage rate of 7.425 mills for general operating purposes exceeds the "Rolled-back" rate of 6.314 mills by seventeen and six tenths percent (17.6%); and

WHEREAS, Section 200.065, Florida Statutes, requires that at the conclusion of the second public hearing on the proposed tax rate and budget for FY 2004/05, the City Commission adopt the ad valorem millage rates for operating purposes and debt service. This is accomplished by publicly announcing the name of the taxing authority, the "Rolled-back" rate, the percentage increase over the "Rolled-back" rate, and the millage rates before adoption of the millage levy resolution.

NOW THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND THE CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that pursuant to Section 200.065, Florida Statutes, there is hereby levied a tax for the FY 2004/05, on all taxable and non-exempt real and personal property located within the corporate limits of the City of Miami Beach, Florida, as follows: of the City of Miami Beach, Florida, as follows:

- (a) For the purpose of operating the government of the City, the rate assigned amounts to 7.425 mills. Also included are appropriate reserves and contingencies, which are not limited to reserves for tax discounts and abatements of uncollected taxes.

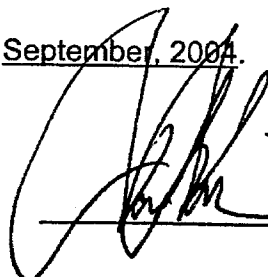
The millage rate of 7.425 mills exceeds the "Rolled-back" rate of 6.314 mills by seventeen and six tenths percent (17.6%).

- (b) For the purpose of providing payment on the principal and interest portions of the General Obligation Bond Debt outstanding, the rate assigned amounts to 0.748 mills.

PASSED and ADOPTED this 28th day of September, 2004.

ATTEST:


CITY CLERK


MAYOR

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION


City Attorney

9-14-04
Date

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
<http://ci.miami-beach.fl.us>



COMMISSION MEMORANDUM

TO: Mayor David Dermer and
Members of the City Commission

DATE: September 28, 2004

FROM: Jorge M. Gonzalez
City Manager

SUBJECT: A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING: 1) THE FINAL AD VALOREM MILLAGE OF 7.425 MILLS FOR GENERAL OPERATING PURPOSES, WHICH IS SEVENTEEN AND SIX TENTHS PERCENT (17.6%) GREATER THAN THE "ROLLED-BACK" RATE OF 6.314 MILLS; AND 2) THE DEBT SERVICE MILLAGE RATE OF 0.748 MILLS.

ADMINISTRATION RECOMMENDATION

The Administration recommends that the City Commission adopt the attached Resolution which sets the following:

1) Final adopted millage rates for Fiscal Year (FY) 2004/05

General Operating	7.299 mills	(7.299 last year)
Capital Replacement & Renewal	<u>0.126 mills</u>	(<u>0.000</u> last year)
Total Operating Millage	7.425 mills	(7.299 last year)
Debt Service	<u>0.748 mills</u>	(<u>0.874</u> last year)
Total	8.173 mills	(8.173 last year)

2) The final adopted combined millage rate of 8.173 mills is equal to the 8.173 combined millage rate for FY 2003/04. The tentatively adopted operating millage rate for FY 2004/05 is 7.425 mills. State statute requires that we advertise that this rate is 17.6 % greater than the "Rolled-back" rate of 6.314 mills.

The first public hearing on the tentative millage rates and budgets for FY 2004/05 was held on September 9, 2004. The millage rates presented herein are those which were tentatively adopted at the end of that first public hearing.

PROCEDURE

Florida Statutes 200.065 requires that at the conclusion of the second public hearing on the millage rate and budget, the City Commission proceed in the following specific manner:

Final Operating and Debt Service Millages
September 28, 2004
Page two

1. Adopt an ad valorem millage rate for FY 2004/05 operating purposes and debt service. The statute requires the name of the taxing authority, the "Rolled-back" rate, and the millage rates be publicly announced before the adoption of the millage levy resolution. Therefore, only the resolution title should be announced before the adoption of the millage resolution.
2. Adopt a general operating budget for FY 2004/05. Also included, are budgets for the G.O. Debt Service, RDA Funds-Ad Valorem Taxes, Enterprise and Internal Service Funds. This is accomplished by adopting a companion Resolution. (See accompanying Agenda Item R7A2).

CONCLUSION

The Administration recommends adoption of the attached Resolution which sets both final operating and debt service millage rates for FY 2004/05.

JMG:KGB:JC

RESOLUTION NO. 2004-25689

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING FINAL OPERATING BUDGETS FOR THE GENERAL FUND, G.O. DEBT SERVICE, RDA FUNDS-AD VALOREM TAXES, ENTERPRISE, AND INTERNAL SERVICE FUNDS FOR FISCAL YEAR 2004/05.

WHEREAS, on September 9, 2004, the Mayor and City Commission tentatively adopted the operating and debt service budgets for FY 2004/05; and

WHEREAS, Section 200.065 of the Florida Statute specifies the manner in which budgets are adopted. Following a second public hearing, the final millage rate for both general operating and debt service is adopted, and immediately thereafter, final budgets by fund are adopted.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND THE CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that the City of Miami Beach hereby adopts final budgets for the General Fund, G.O. Debt Service, RDA Funds-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year 2004/05 as summarized and listed below.

REVENUES	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
GENERAL OPERATING REVENUES					
Ad Valorem Taxes	\$ 79,380,929				\$ 79,380,929
Ad Valorem Taxes-Normandy Shores	92,301				92,301
Other Taxes	19,568,600				19,568,600
Licenses and Permits	11,446,631				11,446,631
Intergovernmental	11,117,000				11,117,000
Charges for Services	6,141,136				6,141,136
Fines and Forfeits	1,404,000				1,404,000
Interest	2,836,880				2,836,880
Rents and Leases	2,679,145				2,679,145
Miscellaneous	6,409,227				6,409,227
Other-Resort Tax contribution	18,928,608				18,928,608
Other-Non Operating revenues	8,165,421				8,165,421
Subtotal	<u>\$ 168,169,878</u>				<u>\$ 168,169,878</u>
G.O. DEBT SERVICE					
Ad Valorem Taxes	<u>\$ 10,134,942</u>				<u>\$ 10,134,942</u>
Subtotal	<u>\$ 10,134,942</u>				<u>\$ 10,134,942</u>
FUND TOTAL	<u>\$ 178,304,820</u>				<u>\$ 178,304,820</u>
RDA FUNDS					
Ad Valorem Taxes-RDA So.Pointe		\$ 11,766,831			\$ 11,766,831
Ad Valorem Taxes-RDA City Center		9,456,446			9,456,446
FUND TOTAL		<u>\$ 21,223,277</u>			<u>\$ 21,223,277</u>

REVENUES continued					
DEPARTMENT/FUNCTION	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
ENTERPRISE FUNDS					
Convention Center/TOPA			\$ 14,572,374		\$ 14,572,374
Parking			21,566,690		21,566,690
Sanitation			7,691,739		7,691,739
Sewer Operations			26,847,000		26,847,000
Stormwater Operations			8,050,000		8,050,000
Water Operations			20,098,000		20,098,000
FUND TOTAL			<u>\$ 98,825,803</u>		<u>\$ 98,825,803</u>
INTERNAL SERVICE FUNDS					
Central Services				\$ 753,316	\$ 753,316
Fleet Management				5,672,138	5,672,138
Information Technology				11,091,771	11,091,771
Property Management				7,321,436	7,321,436
Risk Management				15,622,922	15,622,922
FUND TOTAL				<u>\$ 40,461,583</u>	<u>\$ 40,461,583</u>
TOTAL - ALL FUNDS	<u>\$ 178,304,820</u>	<u>\$ 21,223,277</u>	<u>\$ 98,825,803</u>	<u>\$ 40,461,583</u>	<u>\$ 338,815,483</u>
APPROPRIATIONS					
DEPARTMENT/FUNCTION	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
MAYOR & COMMISSION	\$ 1,260,879				\$ 1,260,879
ADMINISTRATIVE SUPPORT SERVICES					
CITY MANAGER	1,888,209				1,888,209
Communications	272,588				272,588
BUDGET & PERFORMANCE IMPROVE	1,549,053				1,549,053
FINANCE	3,460,126				3,460,126
Procurement	706,999				706,999
Information Technology				11,091,771	11,091,771
HUMAN RESOURCES	1,393,979				1,393,979
Risk Management				15,622,922	15,622,922
LABOR RELATIONS	193,332				193,332
CITY CLERK	1,527,654				1,527,654
Central Services				753,316	753,316
CITY ATTORNEY	3,198,595				3,198,595
ECONOMIC DEV. & CULTURAL ARTS					
Economic Development					
ECONOMIC DEVELOPMENT	854,064				854,064
BUILDING	5,482,359				5,482,359
PLANNING	2,615,594				2,615,594
Cultural Arts					
TOURISM & CULTURAL DEVELOP.	1,138,403				1,138,403
BASS MUSEUM	1,259,432				1,259,432
CONVENTION CENTER/TOPA			14,572,374		14,572,374
OPERATIONS					
NEIGHBORHOOD SERVICES	3,730,078				3,730,078
PARKS & RECREATION	21,515,815				21,515,815
PUBLIC WORKS	6,073,888				6,073,888
Property Management				7,321,436	7,321,436

APPROPRIATIONS-continued					
DEPARTMENT/FUNCTION	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
Sanitation			7,691,739		7,691,739
Sewer Operations			26,847,000		26,847,000
Stormwater Operations			8,050,000		8,050,000
Water Operations			20,098,000		20,098,000
CAPITAL IMPROVEMENT PROGRAM	2,767,082				2,767,082
PARKING			21,566,690		21,566,690
FLEET MANAGEMENT				5,672,138	5,672,138
PUBLIC SAFETY					
POLICE	61,372,608				61,372,608
FIRE	36,350,494				36,350,494
CITYWIDE ACCOUNTS					
CITYWIDE ACCOUNTS-Normandy Sh.	136,663				136,663
CITYWIDE ACCOUNTS-Operating Cont.	1,000,000				1,000,000
CITYWIDE ACCOUNTS-Other	7,074,914				7,074,914
CAPITAL RENEWAL & REPLACEMENT	1,347,070				1,347,070
Subtotal	<u>\$ 168,169,878</u>	<u>\$ 0</u>	<u>\$ 98,825,803</u>	<u>\$ 40,461,583</u>	<u>\$ 307,457,264</u>
G.O.DEBT SERVICE					
Debt Service	10,134,942				10,134,942
Subtotal	<u>\$ 10,134,942</u>				<u>\$ 10,134,942</u>
RDA FUNDS					
RDA So. Pointe		\$ 11,766,831			\$ 11,766,831
RDA City Center		9,456,446			9,456,446
		<u>\$ 21,223,277</u>			<u>\$ 21,223,277</u>
TOTAL - ALL FUNDS	<u>\$ 178,304,820</u>	<u>\$ 21,223,277</u>	<u>\$ 98,825,803</u>	<u>\$ 40,461,583</u>	<u>\$ 338,815,483</u>

PASSED and ADOPTED this 28th day of September, 2004.

ATTEST:

David Parcher
CITY CLERK

[Signature]
MAYOR

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION

[Signature] 9-17-04
City Attorney Date

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
<http://ci.miami-beach.fl.us>



COMMISSION MEMORANDUM

TO: Mayor David Dermer and
Members of the City Commission

DATE: September 28, 2004

FROM: Jorge M. Gonzalez
City Manager

SUBJECT: A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING FINAL OPERATING BUDGETS FOR THE GENERAL, G.O. DEBT SERVICE, RDA AD VALOREM TAXES, ENTERPRISE, AND INTERNAL SERVICE FUNDS FOR FISCAL YEAR 2004/05.

ADMINISTRATION RECOMMENDATION

The Administration recommends that the City Commission adopt the attached Resolution which establishes final budgets for the General Fund, G.O. Debt Service, RDA Funds-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year (FY) 2004/05.

PROCEDURE

As outlined in the companion Agenda Item R7A1, Section 200.065, Florida Statutes specifies the manner in which budgets are adopted. Following a second public hearing, the final millage rate for both general operating and debt service is adopted, then immediately thereafter, final budgets by fund are adopted. The attached Resolution is therefore presented to you at this time for adoption.

ANALYSIS

The Mayor and City Commission adopted the tentative millage rate for general and debt service, and the tentative operating budgets, by fund at the first public hearing on September 9, 2004. However, during the public hearing, there was considerable discussion regarding the Administration's proposal to fill two Fire Inspector positions with State-Certified Fire Inspectors rather than Firefighter I's at a savings of \$106,307. The Mayor and City Commission directed that this proposed reduction be reinstated and the positions be filled with Firefighter I's. In further discussion, the Mayor and City Commission directed the Administration to reinstate a part-time Office Associate V position for proclamations in the amount of \$30,573.

Based on recent increases in interest rates since the original calculations were made, the Administration recommends that the total adjustment for these two items amounting to \$136,880 be funded by an increase to projected interest earnings. Therefore, total General Fund operating budget is increasing by \$136,880 from the \$168,032,998 presented at the September 9th meeting to \$168,169,878.

Additionally, a representative from the Miami Beach Chamber of Commerce Visitor Center requested an additional \$15,000 for increased costs associated with maintaining a state of the art Visitor Center. The Commission directed the Administration to fund this request. The City Manager anticipates that as part of negotiations with the Greater Miami Convention and Visitors Bureau, additional funding of \$15,000 can be directed for the Visitor Center. If this issue cannot be negotiated, then the budget will be amended to appropriate the \$15,000 from the Resort Tax contingency.

BACKGROUND

On July 28, 2004, the Administration released a Proposed Budget balanced with 7.299 mills, 0.126 mills for Capital Replacement and Renewal, and 0.748 mills for debt service. Due to a reduction of 0.126 mills in the debt service millage, the overall millage will be maintained at the FY 2003/04 level of 8.173 mills.

Maintaining the basic service level into FY 2004/05 will translate into an operating General Fund Budget of \$163,867,534 which is \$11,505,098 or 7.6% greater than the FY 2003/04 adopted budget of \$152,362,436. In addition, the budget adds \$2,955,274 for enhanced service levels and \$1,347,070 dedicated for Capital Replacement and Renewal. Therefore, the total General Fund operating budget is \$168,169,878 which is \$15,807,442 or 10.4% greater than the FY 2003/04 adopted budget of \$152,362,436. The Proposed Budget recommends implementing over \$2.1 million of newly identified savings adjustments within the organization.

The Proposed Budget includes new or increased services in the net amount of \$2.9 million. In the Office of Communications, funding has been provided for a quarterly newsletter to be mailed to all residents along with the Recreation Review and providing information on City events, performances and other items of interest to the citizens.

In the Office of Budget & Performance Improvement (OBPI), funding is being provided for a Systems Analyst for performance improvement who will start by working with the Building Department to improve their productivity by maximizing the use of existing software applications. These will include the permitting system, handheld computers, interactive voice response system and the new queuing system for walk-through customers. Additional funding has been allocated to provide clerical support to the OBPI Director.

In the City Clerk's Office, we have included funding to provide Spanish translation/subtitles for the taped City Commission meetings. Additional funding will provide internet access to all City documents currently scanned in Laser Fiche, opening public access to all City resolutions, ordinances, and contracts. A part-time position has been reinstated at a cost of \$30,573, at the direction of the Mayor and City Commission.

The Economic Development Department will be adding a Field Monitor for beach and market concessions, special events, and film permits. Costs will be fully offset by additional revenues generated.

Funding has been allocated to the Planning Department for a consultant study and a Senior Planner to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system. There is the potential to generate additional revenues in the future. One additional Senior Planner will provide better neighborhood planning including implementation of the neighborhood conservation ordinance.

In the area of Tourism & Cultural Development, operating subsidies will be provided to the Colony and Byron Carlyle Theaters that will be partially offset by revenues. The Bass Museum will receive City Center RDA revenues to pay the annual air conditioning maintenance agreement.

The Neighborhood Services area will create three Code Enforcement Officer positions to provide expanded coverage and enhanced service levels throughout the City. Funding for one of these positions will come from Community Development Block Grants (CDBG). Funding is also provided for a contract for nuisance animal removal. Additional funding is being provided to better address the homeless situation throughout the City.

The Parks & Recreation Department will receive funding for professional services and other support costs for additional landscaping related to completed CIP projects such as Washington Avenue, Orchard Park Streetscapes, the Regional Library, and La Gorce/Pine Tree and Marseille Drive. Funding from the City Center RDA will provide professional services and other support costs for additional landscaping related to the completed Beach Walk from 21st through 14th Streets. This budget also provides funding for a 10-year extended warranty for new exterior sport lighting at North Shore Park and Tennis Center. Lastly, an Urban Forester position will be added to manage the City's urban forest, including inventory and replacement reserve requirements for all City-owned trees, plan review focusing on green space, and education of the general public concerning tree issues.

In the Capital Improvement Projects Department, funding will provide professional services to perform construction document reviews and one Financial Analyst I position for processing invoices, charge backs, requisitions, and providing more timely payments and allowing project managers to dedicate additional time to projects. A Paralegal has been

added to assist in responding to contractual and legal issues related to capital projects, provide for more timely completion of projects and allow project managers to dedicate additional time to projects. Additionally, two Field Inspectors will provide service to the three CIP districts as well as Parking projects.

The Police Department will be funding a consultant study to examine required staffing levels, scheduling, policies and guidelines. There will be a total of six additional police officers on the streets. This will be accomplished through a series of reassignments; one police officer for the Terrorism Task Force will be funded by the LETF, an additional Lieutenant and two police officers will be funded by the RDA, and two police officers will be transferred from the School Resource Unit of the Criminal Investigation Division and replaced by two civilians. Additional contract security personnel funding has been provided for the North Shore Park & Youth Center, Flamingo Park & Pool and for half a year at Normandy Park and Pool. The department will manage all contracted security personnel for the City.

The Fire Department has received funding to convert a Data Entry Clerk in the Fire Rescue Division from part time to full time to provide support for the medical director as well as the Assistant Fire Chiefs. The Ocean Rescue Division has received funding to convert two part time lifeguard positions to full time to fully staff the 41st Street lifeguard stand. Pursuant to direction received from the Mayor and Commission at the first public hearing, two fire inspector positions will continue to be filled with Firefighters rather than State-Certified Fire Inspectors.

In the Sanitation area, funding will provide enhanced litter crews to the Mid-Beach 41st Street and North Beach 71st Street commercial districts. Waterway clean-up efforts in North Beach will be continued. The RDA will provide funding for litter crews for completed CIP projects including the Beach Walk and the completed areas of Collins Park Cultural Center. Additional funding is provided for a part time auditor in OBPI who will enhance monitoring of franchise fees, roll-off fees, and right-of-way fees and generating an equal increase in revenues.

The Proposed Budget has an additional 0.126 millage dedicated for Capital Renewal and Replacement. This concept is in response to concerns expressed by our citizens throughout the development and implementation of our Capital Improvement Program and the Administration's desire to maintain the City in a "world-class" manner.

This additional millage will result in a restricted amount of approximately \$1.347 million to be used exclusively to provide for renewal and replacement of capital items related to our facilities and infrastructure over and above the \$27.4 million already included in the City's Proposed FY 2004/05 Budget for recurring maintenance. This additional millage would be reviewed and approved each year by the City Commission as part of the budget process, and would be used exclusively to address major capital renewal and replacement needs for General Fund departments for those capital expenditures that help to extend or replace the

FY 2004/05 Final Operating Budgets
September 28, 2004
Page five

useful life of our facilities and infrastructure. The specific list of projects, as included in the Proposed Budget, has been submitted to the City Commission for final approval. Funding for these needs has never been provided in the Budget.

CONCLUSION

The Administration recommends adoption of the attached Resolution which incorporates the revisions discussed above and establishes final budgets for General Fund, G.O. Debt Service, RDA Funds-Ad Valorem Taxes, Enterprise, and Internal Service Funds for FY 2004/05.

JMG:KGB:JC

RESOLUTION NO. 2004-25690

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL AD VALOREM MILLAGE RATE OF 1.123 MILLS FOR FISCAL YEAR 2004/05 FOR THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT, WHICH IS THIRTEEN AND FIVE TENTHS PERCENT (13.5%) GREATER THAN THE "ROLLED-BACK" RATE OF 0.989 MILLS.

WHEREAS, for the purpose of providing security services within the Normandy Shores neighborhood area, the Mayor and City Commission adopted Ordinance No. 93-2881 on October 20, 1993, which authorized the creation of the Normandy Shores Local Government Neighborhood Improvement District (District); and

WHEREAS, the Ad Valorem millage rate assigned for the District amounts to 1.123 mills on all taxable and non-exempt real and personal property located within the boundaries of the District for the purpose of providing security services, which millage rate exceeds the "Rolled-back" rate of 0.989 mills by thirteen and five tenths percent (13.5%); and

WHEREAS, on September 28, 2004, pursuant to Section 200.065 of the Florida Statutes, a public hearing was held before the Mayor and City Commission, acting as the Board, to discuss the operating millage rate and budget for the District for Fiscal Year (FY) 2004/05.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT that, pursuant to Section 200.065, Florida Statutes, there is hereby levied an Ad Valorem millage rate of 1.123 mills for FY 2004/05 on all taxable and non-exempt real and personal property located within the boundaries of the District for the purpose of providing security services, which millage rate exceeds the "Rolled-back" rate of 0.989 mills by thirteen and five tenths percent (13.5%).

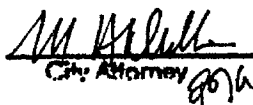

PASSED and ADOPTED this 28th day of September, 2004.


CHAIRPERSON OF THE DISTRICT

ATTEST:


SECRETARY TO THE DISTRICT

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION


City Attorney 
9-14-04
Date

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
www.ci.miami-beach.fl.us



COMMISSION MEMORANDUM

To: Mayor David Dermer and
Members of the City Commission

Date: September 28, 2004

From: Jorge M. Gonzalez
City Manager

Subject: **A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL AD VALOREM MILLAGE OF 1.123 MILLS FOR FISCAL YEAR 2004/05 FOR THE NORMANDY SHORES LOCAL GOVERNMENT DISTRICT, WHICH IS THIRTEEN AND FIVE TENTHS PERCENT (13.5%) GREATER THAN THE "ROLLED-BACK" RATE OF 0.989 MILLS.**

ADMINISTRATION RECOMMENDATION

The Administration recommends that the Mayor and City Commission, acting in its capacity as the Board of Directors for the Normandy Shores Local Government Neighborhood Improvement District, adopt the attached resolution which sets the following:

- 1) Final adopted millage rate for the Normandy Shores Neighborhood Improvement District for FY 2004/05:

General Operating 1.123 mills (1.123 mills last year)

- 2) Final adopted millage rate of 1.123 mills is 13.5% greater than the "Rolled-back" Rate of 0.989 mills.

The first public hearing on the tentative Normandy Shores District millage rate and budget for FY2004/05 was held on September 9, 2004. The millage rates presented herein are those which were tentatively adopted at the end of the first public hearing held on that day.

BACKGROUND

The Normandy Shores Local Government Neighborhood Improvement District, a dependent taxing district of its principal, the City of Miami Beach, was established in 1994 to provide continual 24-hour security to this gated community; FY 2004/05 represents its eleventh year of operation.

It was established by Ordinance 93-2881, and has the authority "to levy an ad-valorem tax on real and personal property of up to two mills, provided that no parcel of property will be assessed more than \$500 annually for such improvements". However, on August 29, 2002, the Administration met with the Normandy Shores Local Government Neighborhood Improvement

District representatives and agreed to eliminate the \$500 cap on the highest valued home in the District. The enabling legislation was adopted by the Commission on September 25, 2002. This ensures that the City's contribution from the General Fund remains at 35% of the operating budget of the District.

During FY 1998/99, the amount of annual funding to be provided by the City and the dependent status of the District were issues discussed by the Finance and Citywide Projects Committee. A determination was reached that the City would fund 35% of the annual cost of the operation of the community guard gate. This cost will eventually be funded from the golf course operation of the Normandy Shores Golf Course. The City Attorney's Office is reviewing the issue regarding the dependent status of the District. It was further agreed that the City would continue to supplement the District at current levels until both issues were resolved.

A meeting was held on July 21, 2004 between the Normandy Shores Local Government Neighborhood Improvement Committee and the Administration to discuss additional needs of the neighborhood. The Committee unanimously approved an increase to the budget of \$9,863 to pay for additional security cameras and a small contingency. This additional amount will be paid by establishing the millage at the current rate of 1.123 which will generate revenues of \$92,301. At the July 28, 2004 Commission meeting, the Mayor and Commission adopted Resolution 2004-25633, which set the proposed operating millage rate for the District at 1.123 mills.

PROCEDURE

The operating millage and budget for this dependent special taxing district must be adopted in accordance with Florida Statutes. This procedure requires that this Resolution be considered immediately after the millage and budget of the principal taxing authority, i.e., City of Miami Beach.

It also prescribes that a final millage be adopted first. This is accomplished by adopting a Resolution which states the percent increase or decrease over the "Rolled-back" rate. Following this, another Resolution which adopts the Normandy Shores District operating budget must be approved. The statute requires the name of the taxing authority, the rolled-back rate, the percentage increase, and the millage rate be publicly announced before adoption of the millage resolution.

ANALYSIS

On September 9, 2004, the Mayor and City Commission adopted Resolution 2004-25686 which set the tentative ad valorem millage at 1.123. This millage includes 1.003 mills to provide the current level of security required by this district and will generate proceeds of \$82,438. The remaining 0.120 mills will pay for additional security cameras and a small contingency and generate proceeds of \$9,863 for a total millage revenue of \$92,301. The District's total budget will increase by \$9,863 to \$136,663. The operating budget to provide security services at the current service level to this district is \$126,800. This is comparable to the current year end projections. The difference between the revenues which will be generated from ad-valorem tax proceeds and the current service level budgetary requirement of the district must be supplemented by a contribution from the General Fund in the amount of

Normandy Shores FY 2004/05 Final Millage
September 28, 2004
Page Three

\$44,362 or 35% of the operating budget (\$126,800) for the current service levels. The General Fund has funded this difference for each of the ten years since the District was established. The amount provided by the General Fund for this purpose in FY 2003/04 was \$44,042.

CONCLUSION

The City Commission, acting in its capacity as the Board of Directors of the District, should adopt the attached Resolution which establishes the final millage.

JMG:KGB:JC

RESOLUTION NO. 2004-25691

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES
LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING
THE FINAL OPERATING BUDGET FOR FISCAL YEAR 2004/05.**

WHEREAS, for the purpose of providing security services within the Normandy Shores neighborhood area, the Mayor and City Commission adopted Ordinance No. 93-2881 on October 20, 1993, which authorized the creation of the Normandy Shores Local Government Neighborhood Improvement District (District); and

WHEREAS, for the purpose of providing security services within the District, a final budget has been developed to fund projected Fiscal Year (FY) 2004/05 operating expenses; and

WHEREAS, the final operating budget has been reviewed by the Board of Directors of the District (Board) to assure its content and scope; and

WHEREAS, on September 28, 2004, pursuant to Section 200.065 of the Florida Statutes, a public hearing was held before the Mayor and City Commission, acting as the Board, to discuss the operating millage rate and operating budget for the District for FY 2004/05.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT, that the Board hereby adopts the final operating budget for the District for FY 2004/05 as summarized herein and listed below:

Revenues	
Ad Valorem Tax	\$ 92,301
City's General Fund	<u>44,362</u>
Total	<u>\$136,663</u>

Expenses	
Security Service	\$107,200
Add'l cameras & contingency	9,863
Maintenance	<u>19,600</u>
Total	<u>\$136,663</u>

PASSED and ADOPTED this 28th day of September, 2004.





CHAIRPERSON OF THE DISTRICT

ATTEST:



SECRETARY TO THE DISTRICT

**APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION**

 9-14-04
City Attorney  Date

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
<http://ci.miami-beach.fl.us>



COMMISSION MEMORANDUM

TO: Mayor David Dermer and
Members of the City Commission

DATE: September 28, 2004

FROM: Jorge M. Gonzalez
City Manager

SUBJECT: A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL OPERATING BUDGET FOR FISCAL YEAR 2004/05.

ADMINISTRATION RECOMMENDATION

Adopt the Resolution which establishes the final operating budget for the District for Fiscal Year (FY) 2004/05.

BACKGROUND

The Normandy Shores Local Government Neighborhood Improvement District, a dependent taxing district of its principal, the City of Miami Beach, was established in 1994 to provide continual 24-hour security to this gated community; FY 2004/05 represents its eleventh year of operation.

It was established by Ordinance 93-2881, and has the authority "to levy an ad-valorem tax on real and personal property of up to two mills, provided that no parcel of property will be assessed more than \$500 annually for such improvements". However, on August 29, 2002, the Administration met with the Normandy Shores Local Government Neighborhood Improvement District representatives and agreed to eliminate the \$500 cap on the highest valued home in the District. The enabling legislation was adopted by the Commission on September 25, 2002. This ensures that the City's contribution from the General Fund remains at 35% of the operating budget of the District.

During FY 1998/99, the amount of annual funding to be provided by the City and the dependent status of the District were issues discussed by the Finance and Citywide Projects Committee. A determination was reached that the City would fund 35% of the annual cost of the operation of the community guard gate. This cost will eventually be funded from the golf course operation of the Normandy Shores Golf Course. The City Attorney's Office is reviewing the issue regarding the dependent status of the District. It was further agreed that the City would continue to supplement the District at current levels until both issues were resolved.

A meeting was held on July 21, 2004 between the Normandy Shores Local Government Neighborhood Improvement Committee and the Administration to discuss additional needs of the neighborhood. The Committee unanimously approved an increase to the budget of \$9,863 to pay for additional security cameras and a small contingency. This additional amount will be paid by establishing the millage at the current rate of 1.123 which will generate revenues of \$92,301. At the July 28, 2004 Commission meeting, the Mayor and Commission adopted Resolution 2004-25633, which set the proposed operating millage rate for the District at 1.123 mills.

PROCEDURE

The operating millage and budget for this dependent special taxing district must be adopted in accordance with Florida Statutes. This procedure requires that this Resolution be considered immediately after the final millage for Normandy Shores District has been adopted (See accompanying Agenda Item R7B1 for details).

ANALYSIS

On September 9, 2004, the Mayor and City Commission tentatively adopted the operating budget for the District in the amount of \$136,663 and an operating millage of 1.123 mills. This millage includes 1.003 mills to provide the current service level of security required by this district in the amount of \$126,800. This is comparable to the current year end projections. The remaining 0.120 mills will pay for additional security cameras and a small contingency at a cost of \$9,863. Revenues of \$92,301 which will be generated from ad-valorem tax proceeds will be supplemented by a contribution from the General Fund in the amount of \$44,362 or 35% of the operating budget (\$126,800) for the current service levels. The General Fund has funded this difference for each of the ten years since the District was established. The amount provided by the General Fund for this purpose in FY 2003/04 was \$44,042.

The final operating budget for the District is as follows:

Revenues	<u>FY 04/05</u>	<u>FY 03/04</u>
Ad Valorem Tax	\$ 92,301	\$ 81,758
City's General Fund	44,362	44,042
Total	<u>\$136,663</u>	<u>\$125,800</u>
 Expenses		
Security Service	\$107,200	\$107,200
Add'l cameras & contingency	9,863	0
Maintenance	19,600	18,600
Total	<u>\$136,663</u>	<u>\$125,800</u>

CONCLUSION

The City Commission, acting in its capacity as the Board of Directors of the Normandy Shores Local Government Neighborhood Improvement District, should adopt the attached Resolution which establishes the final operating budget.

JMG:KGB:JC

RESOLUTION NO. 2004-25698

**A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF
THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING THE CITY OF
MIAMI BEACH AND MIAMI BEACH REDEVELOPMENT AGENCY
CAPITAL BUDGET FOR FISCAL YEAR 2004-2005 AND THE
CAPITAL IMPROVEMENT PLAN FOR FISCAL YEARS 2005-2009.**

WHEREAS, the 2005-2009 Capital Improvement Plan (CIP) for the City of Miami Beach is a five year plan for public improvements and capital expenditures by the City; and

WHEREAS, this document is an official statement of public policy regarding long-range physical development in the City of Miami Beach; and

WHEREAS, on July 21, 1999 the City Commission approved the Fiscal Year (FY) 1999-2004 CIP for the City of Miami Beach and the Miami Beach Redevelopment Agency; and

WHEREAS, since that time, the City has issued \$92 million of General Obligation Bonds (pursuant to referendum); issued \$54 million of Water and Sewer Bonds; and \$52 million of Stormwater Revenue Bonds; and

WHEREAS, on August 18, 2004, the Finance and Citywide Projects Committee approved the issuance of an additional \$35 million of Water and Sewer Bonds; and

WHEREAS, the approved CIP has been updated to include projects that will be active during the FY 2005 through 2009; and

WHEREAS, the Capital Budget itemizes project funds to be committed during the upcoming fiscal year, detailing expenses for project components which include: architect and engineer (A/E), construction, equipment, Art in Public Places, and other related capital project costs; and

WHEREAS, the Capital Budget for FY 2004-2005 totals \$85,046,436, and includes seventy projects and capital equipment acquisitions, recommended for appropriation in conjunction with the FY 2004-2005 City of Miami Beach Operating Budget; and

WHEREAS, on September 15, 2004, the FY 2004-2005 Proposed Capital Budget and updated CIP were discussed at a joint meeting of the Finance and Citywide Projects Committee and the General Obligation Bond Oversight Committee; and

WHEREAS, a copy of the proposed Capital Budget for FY 2004-2005 is included below.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that the Mayor and City Commission hereby adopt and appropriate, the City of Miami Beach/Miami Beach Redevelopment Agency

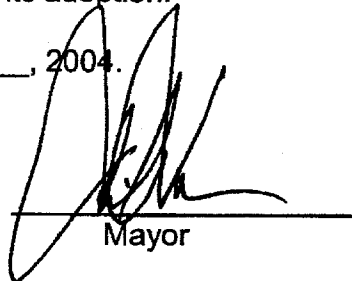
Capital Budget for Fiscal Year 2004-2005 and adopt the Capital Improvement Plan for Fiscal Year 2005-2009.

<u>Proposed Source of Funding</u>	<u>Funding</u>
Water & Sewer Bond 2004	\$ 28,560,672
Stormwater Bond 2000	13,699,900
General Obligation Bond-Neighborhoods 2003	8,785,767
Water & Sewer Bond 2000	7,953,525
Parking Bond Fund 481	5,084,450
South Pointe RDA Tax Increment Funds	5,053,240
City Center RDA Tax Increment Funds	4,236,663
General Obligation Bonds-Parks & Beaches 2003	3,719,995
Equipment Master Lease	2,833,173
Transit Surtax Funds	1,856,000
Interlocal Agreement - FY 04 \$15M	1,100,000
Parking Bond Fund 485	644,030
Local Gas Tax	525,000
Convention Development Tax Interlocal Agreement	316,800
Parking Impact Fees	281,971
Communications Fund 550	255,086
Gulf Breeze Loan Pool	63,685
Metropolitan Planning Organization	45,000
Concurrency Mitigation Funds	30,000
General Obligation Bond-Fire Safety 2003	1,479
Total	\$ 85,046,436

This resolution shall take effect immediately upon its adoption.

ADOPTED this 28th day of September, 2004.

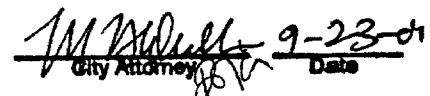
(SEAL)


Mayor

Attest:


City Clerk

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION

 9-23-04
City Attorney Date

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
www.ci.miami-beach.fl.us



COMMISSION MEMORANDUM NO.

TO: Mayor David Dermer
Members of the City Commission

Date: September 28, 2004

FROM: Jorge M. Gonzalez
City Manager

SUBJECT: A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING THE CITY OF MIAMI BEACH AND MIAMI BEACH REDEVELOPMENT AGENCY CAPITAL BUDGET FOR FISCAL YEAR 2004-2005 AND THE CAPITAL IMPROVEMENT PLAN FOR FISCAL YEARS 2005-2009.

ADMINISTRATION RECOMMENDATION

Adopt the Resolution.

BACKGROUND

Planning for capital improvements is an ongoing process; as needs change within the City, capital programs and priorities must be adjusted. The Capital Improvement Plan ("CIP") serves as the primary planning tool for systematically identifying, prioritizing and assigning funds to critical City capital development, improvements and associated needs.

Each year, City departments submit their projected capital needs for the next five year period. All projects submitted for inclusion in the City's CIP are reviewed on the basis of relative need, cost and availability of funding. The Finance Department and the Capital Improvement Office provide assistance in preparing and reviewing the CIP for budgetary planning purposes. The proposed documents are presented to the Finance and Citywide Projects Committee and General Obligation Bond Oversight Committee for review, and to the City Commission/RDA for approval and adoption.

The CIP was created as a plan for projects that require significant capital investment and is intended to serve as an official statement of public policy regarding long-range physical development in the City of Miami Beach. The CIP specifies and describes the City's capital project plan and establishes priorities for the upcoming five year period.

Following the adoption of the CIP by the Mayor and City Commission in July of 1999, individual projects within neighborhood areas were combined to create "packages" of projects that address the neighborhood needs for infrastructure upgrades, traffic flow, enhancements, etc. This comprehensive approach minimizes disruptions and generates costs savings. The projects address many needs in different areas of the City including: neighborhood enhancements such as landscaping, sidewalk restoration, traffic calming,

parking, drainage improvements and roadway resurfacing/reconstruction; park renovation and upgrades; and construction or renovation of public facilities.

The City's first Capital Budget was adopted concurrently with the Fiscal Year (FY) 2001-2002 operating budget. It included the portion of the five year plan that would be committed during that fiscal year. The Administration is presenting the proposed FY 2004-2005 Capital Budget and the updated CIP for FY 2005-2009, following a comprehensive review of the CIP to insure that the Plan accurately reflects all project budgets, funding sources and commitments, for adoption by the City Commission.

ANALYSIS

Capital Improvement Plan

The 2005-2009 CIP for the City of Miami Beach is a five year plan for public improvements and capital expenditures by the City. This document is an official statement of public policy regarding long-range physical development in the City of Miami Beach. The approved Capital Improvement Plan has been updated to include projects that will be active during the fiscal years 2005 through 2009.

The Plan has been updated to include additional funding sources that have become available, changes in project timing, and other adjustments to ongoing projects as they have become better defined. Certain adjustments have been made to reclassify previously appropriated funds from a cash flow basis to a commitment basis for budgeting purposes; other project appropriations have been adjusted to reflect projects that have been reconfigured, re-titled, combined with or separated from other projects and/or project groupings. Adjustments for appropriations that were made at the funding source level rather than at a project level have also been included. These adjustments have no fiscal or cash impact and are as a result of a comprehensive review of the program to insure that our plan accurately reflects all project budgets, funding sources and commitments.

Capital Budget

The Proposed Capital Budget for FY 2004-2005 totals \$85,046,436 and includes 70 projects and capital equipment acquisitions recommended for appropriation in conjunction with the FY 2004-2005 Operating Budget. It itemizes project funds to be committed during the upcoming fiscal year detailing expenses for project components which include: architect and engineer (A/E), construction, equipment, art in public places, and other related project costs. Additionally, the projected costs of program manager services are included. Capital reserves, debt service payments, and other capital purchases found in the Operating Budget are not included in this budget.

On September 15, 2004 the FY 2004-2005 Proposed Capital Budget and updated Capital Improvement Plan was discussed at a joint meeting of the Finance and Citywide Projects Committee and the General Obligation Bond Oversight Committee. A presentation was made outlining the neighborhood enhancements, park renovation and upgrades, construction of new facilities, and upgrades to utility systems that were planned for FY 2004-2005. Copies of the draft Proposed Capital Budget for FY 2004-2005 and the updated Capital Improvement Plan were distributed to each member in advance. The Capital Improvement Project Office Director, Chief Financial Officer, department directors,

and other City staff were available to discuss specific projects and respond to the Committee's questions (please see Exhibit C and Exhibit D for adjustments to the Capital Budget and Capital Plan subsequent to the September 15, 2004 joint committee meeting).

CONCLUSION:

The Administration recommends adoption of the attached Resolution, which establishes the Capital Budget for Fiscal Year 2004-2005 and the Capital Improvement Program for Fiscal Years 2005-2009.

JMG:PDW:mim

A handwritten signature in black ink, appearing to be 'JMG', is written over the typed name 'JMG:PDW:mim'.

F:\FINA\@CIP\Manual\Capital Improvement Program\FY 2005 CAPITAL BUDGET\FY 05 Capital Budget Memo.doc

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
www.miamibeachfl.gov



COMMISSION MEMORANDUM

To: Mayor David Dermer and
Members of the City Commission

Date: September 28, 2004

From: Jorge M. Gonzalez
City Manager

Subject: **FOLLOW-UP INFORMATION ON JOINT CITY COMMISSION ITEM R7D AND REDEVELOPMENT AGENCY AGENDA ITEM 3E, ADOPTION OF THE CITY OF MIAMI BEACH AND MIAMI BEACH REDEVELOPMENT AGENCY CAPITAL BUDGET FOR FISCAL YEAR 2004/05 AND THE CAPITAL IMPROVEMENT PLAN FOR FISCAL YEARS 2005-2009.**

The purpose of this memorandum is to provide you with an amendment and update relative to the joint City Commission agenda item R7D and Redevelopment Agency (RDA) agenda item 3E, Adoption of the City of Miami Beach and Miami Beach Redevelopment Agency Capital Budget for Fiscal Year 2004/05 and the Capital Improvement Plan for Fiscal Years 2005-2009.

Said amendment does not change the proposed budget in item R7D or RDA item 3E, but clarifies and remedies an input error in Exhibit A of both items R7D and RDA item 3E. An input error erroneously listed funding of \$185,950 in FY 2004/05 from RDA City Center Tax Increment Funds for the Convention Center & Theatre of Performing Arts Restroom, Interior, ADA Renovations, and Porte Cochere project; however, this funding should have been assigned to the Convention Center East Streetscape project. Attached is a corrected Exhibit A for both item R7D and RDA item 3E, correctly listing the \$185,950 in RDA City Center Tax Increment Funds added to the Convention Center East Streetscape project and removed from the Convention Center & Theatre of Performing Arts Restroom, Interior, ADA Renovations and Porte Cochere project.

Secondly, as further clarification to item R7D, subsequent to the September 15, 2004 joint meeting of the Finance and Citywide Projects Committee and the General Obligation Bond Oversight Committee (as noted in exhibit C and D of item R7D), staff has amended the proposed FY 2004/05 Capital Budget and the proposed FY 2005-2009 Capital Improvement Plan. The proposed amendment to the FY 2004/05 Capital Budget results in a net reduction of \$1,858,841 to the budget. The proposed amendment to the Capital Improvement Plan for FY 2005-2009 results in a net reduction of \$2,858,841 for the five year period covered by the plan.

JMG/PDW/mim 
T:\AGENDA\2004\September 28, 2004

Agenda Item R7D
Date 9-28-04

REVISED EXHIBIT A

JOINT CITY COMMISSION

ITEM R7D

&

REDEVELOPMENT AGENCY

ITEM 3E

FY 2004-2005 Capital Budget

Funding Summary

Exhibit A

<i>Funding Source</i>	<i>Project Name</i>	<i>Revenue</i>
CDT Interlocal Agreement	Citywide Wayfinding Signage Master Plan & Project	316,800.00
	Sum	316,800.00
City Center TIF	Convention Center East Streetscape	3,674,034.00
	Citywide Wayfinding Signage Master Plan & Project	431,840.00
	Convention Center & TOPA Restroom, Interior and ADA Renovations & Porte-Cochere	485,950
	Cultural Campus Streetscape	29,935.00
	Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	14,907.00
	Sum	4,236,663.00
Communications Fund 550	Citywide Communications System	255,086.00
	Sum	255,086.00
Concurrency Mitigation Funds	16th Street Operational & Safety Improvements	30,000.00
	Sum	30,000.00
Equipment Master Lease	FY 05 Fleet Management Capital Replacement and Purchase of Sedans and Light Trucks	2,024,000.00
	FY 05 Fleet Management Capital Replacement and Purchase of Heavy Trucks and Other Equipment	543,100.00
	Citywide Communications System	266,073.00
	Sum	2,833,173.00
GO Bond - Fire Safety 2003	Property Management Facility	1,479.00
	Sum	

<i>Funding Source</i>	<i>Project Name</i>	<i>Revenue</i>
GO Bond - Neighborhoods 2003		
	Bayshore Neighborhood Bid Package A: Bayshore-Ph I, Flamingo Terr-Ph II, & 40th St. Streetsc	2,820,240.00
	Flamingo B - Lummus Neighborhood Streetscape (Flamingo Bid Package B)	2,207,369.00
	Venetian Islands - Belle Isle (Bid Package 13-B)	2,046,572.00
	Lake Pancoast Streetscape (Bayshore Phase IV, Bid Package C)	790,020.00
	West / Bay Neighborhood Street End Shorelines	180,000.00
	North Shore Neighborhood Streetscape	150,815.00
	Surprise Waterway Channel Dredging	120,000.00
	Bliscayne Point Neighborhood Streetscape	64,828.00
	Nautilus Neighborhood Streetscape	60,091.00
	Ocean Front Neighborhood Streetscape	50,582.00
	Normandy Isle / Normandy Sud Neighborhood Streetscape	49,107.00
	Normandy Shores Neighborhood Streetscape	42,083.00
	Venetian Islands - Phase I - Islands (Bid Package C)	36,912.00
	Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	30,394.00
	Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	29,055.00
	South Pointe Streetscape - Phase III & Phase IV	25,274.00
	Venetian Islands - Phase II - Causeway (Bid Package D)	22,724.00
	Lower North Bay Road Streetscape (Bayshore Phase II, Bid Package B)	18,172.00
	Public Works Facility & Yard Renovation	15,278.00
	West Avenue / Bay Road Neighborhood Streetscape - Bid Pack B	12,993.00
	Property Management Facility	8,281.00
	La Gorce Neighborhood Streetscape	2,476.00
	Palm and Hibiscus Islands Streetscape - Bid 13A	1,342.00
	Star Island Streetscape Improvements - Bid 13A	973.00
	Sunset Islands (Bayshore Phase VI, Bid Package D)	186.00
	Sum	8,785,767.00

<i>Funding Source</i>	<i>Project Name</i>	<i>Revenue</i>
GO Bond - Parks & Beaches 2003		
	Altos del Mar Park Improvements	2,401,991.00
	Collins Park	653,729.00
	ADA City-Wide Renovations	250,000.00
	Roof Repairs - City Facilities	175,000.00
	Normandy Isle Park & Pool	147,120.00
	South Pointe Park	30,414.00
	Flamingo Park - Park	20,666.00
	"The Garden Center" Botanical Garden Renovations: Phase II	12,623.00
	Lummus Park	8,834.00
	Public Works Facility & Yard Renovation	6,519.00
	Normandy Shores Golf Course and Clubhouse	4,958.00
	Shane Water Sports Center	4,320.00
	Property Management Facility	3,821.00
	Sum	3,719,995.00
Gulf Breeze Loan Pool		
	Miami Beach Course Renovation	45,927.00
	Normandy Shores Golf Course and Clubhouse	17,758.00
	Sum	63,685.00
Interlocal Agreement - FY 04 \$15M		
	FY 05 Replacement of S.E. Chillers	680,000.00
	FY 05 Gleason Theater Restroom Renovation ADA	250,000.00
	FY 05 Miscellaneous Replacement	170,000.00
	Sum	1,100,000.00
Local Gas Tax		
	Pavements & Sidewalks	230,000.00

<i>Funding Source</i>	<i>Project Name</i>	<i>Revenue</i>
	Street Lighting	220,000.00
	Bridge Repairs	75,000.00
	Sum	525,000.00
MPO		
	16th Street Operational & Safety Improvements	45,000.00
	Sum	45,000.00
Parking Bond Fund 481		
	Master Meter Phase II	2,439,250.00
	Surface Lot Renovations Phase IV	1,725,000.00
	Citywide Wayfinding Signage Master Plan & Project	475,200.00
	Pay on Foot (POF) Machines	365,000.00
	Closed Circuit Television System (CCTV)	80,000.00
	Sum	5,084,450.00
Parking Bond Fund 485		
	Parking Garages Maintenance	644,030.00
	Sum	644,030.00
Parking Impact Fees		
	Multi-Purpose Municipal Parking Facility	281,971.00
	Sum	281,971.00
SP RDA TIF		
	South Pointe Streetscape - Phase III & Phase IV	1,801,121.00
	South Pointe Streetscape - Phase II	1,180,288.00
	Beachwalk II	1,000,000.00
	South Pointe Streetscape - Phase V	267,725.00
	South Pointe Streetscape - Phase I	247,046.00
	Citywide Wayfinding Signage Master Plan & Project	239,440.00

<i>Funding Source</i>	<i>Project Name</i>	<i>Revenue</i>
	Surface Lot Renovations Phase IV	165,000.00
	Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	59,352.00
	Water & Sewer Pump Station Upgrades Program	50,087.00
	South Pointe Park	43,181.00
	Sum	5,053,240.00
Stormwater Bond 2000		
	Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	5,715,495.00
	Bayshore Neighborhood Bid Package A: Bayshore-Ph I, Flamingo Terr-Ph II, & 40th St. Streetsc	4,357,474.00
	West Avenue / Bay Road Neighborhood Streetscape - Bid Pack A	1,044,129.00
	Venetian Islands - Phase I - Islands (Bid Package C)	668,660.00
	Lake Pancoast Streetscape (Bayshore Phase IV, Bid Package C)	604,647.00
	Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	412,990.00
	Nautilus Neighborhood Streetscape	195,183.00
	Normandy Shores Neighborhood Streetscape	162,750.00
	Lower North Bay Road Streetscape (Bayshore Phase II, Bid Package B)	137,839.00
	La Gorce Neighborhood Streetscape	115,630.00
	West Avenue / Bay Road Neighborhood Streetscape - Bid Pack B	82,250.00
	Venetian Islands - Belle Isle (Bid Package 13-B)	52,818.00
	Biscayne Point Neighborhood Streetscape	49,574.00
	Palm and Hibiscus Islands Streetscape - Bid 13A	40,796.00
	Normandy Isle / Normandy Sud Neighborhood Streetscape	24,527.00
	West / Bay Neighborhood Street End Shorelines	18,918.00
	Sunset Islands (Bayshore Phase VI, Bid Package D)	16,220.00
	Sum	13,699,900.00
Transit Surtax Funds		
	Pavements & Sidewalks	1,266,000.00
	East-West Connector Bike Trail	150,000.00

<i>Funding Source</i>	<i>Project Name</i>	<i>Revenue</i>
W & S Bond 2004	Collins/Harding Corridor Project	150,000.00
	Dade Boulevard Bicycle/Pedestrian Trail	100,000.00
	Beachwalk II	100,000.00
	Venetian Causeway Bicycle-Pedestrian Trail	50,000.00
	47th Street Safety/Traffic Calming Improvements	40,000.00
	Sum	1,856,000.00
	Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	10,280,503.00
	Nautilus Neighborhood Streetscape	7,318,644.00
	Bayshore Neighborhood Bid Package A: Bayshore-Ph I, Flamingo Terr-Ph II, & 40th St. Streetsc	4,470,349.00
	La Gorce Neighborhood Streetscape	1,326,378.00
	Normandy Isle / Normandy Sud Neighborhood Streetscape	1,208,264.00
	Venetian Islands - Belle Isle (Bid Package 13-B)	873,277.00
	Palm and Hibiscus Islands Streetscape - Bid 13A	845,071.00
	Ocean Front Neighborhood Streetscape	831,693.00
	West Avenue / Bay Road Neighborhood Streetscape - Bid Pack B	355,917.00
	North Shore Neighborhood Streetscape	294,535.00
W&S Bond 2000	Biscayne Point Neighborhood Streetscape	241,498.00
	Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	223,176.00
	Sunset Islands (Bayshore Phase VI, Bid Package D)	162,015.00
	Lake Pancoast Streetscape (Bayshore Phase IV, Bid Package C)	83,169.00
	Lower North Bay Road Streetscape (Bayshore Phase II, Bid Package B)	46,183.00
	Sum	28,560,672.00
	Bayshore Neighborhood Bid Package A: Bayshore-Ph I, Flamingo Terr-Ph II, & 40th St. Streetsc	2,623,549.00
	Miscellaneous Waste Water System Upgrades	2,027,202.00
	Flamingo B - Luminus Neighborhood Streetscape (Flamingo Bid Package B)	1,407,149.00

<i>Funding Source</i>	<i>Project Name</i>	<i>Revenue</i>
	DERM Wastewater Contingency Plan	454,057.00
	Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	278,178.00
	Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	255,142.00
	Normandy Isle / Normandy Sud Neighborhood Streetscape	213,057.00
	Venetian Islands - Phase I - Islands (Bid Package C)	134,009.00
	North Shore Neighborhood Streetscape	117,285.00
	Nautilus Neighborhood Streetscape	116,296.00
	Normandy Shores Neighborhood Streetscape	111,084.00
	Sunset Islands (Bayshore Phase VI, Bid Package D)	99,336.00
	Lower North Bay Road Streetscape (Bayshore Phase II, Bid Package B)	39,490.00
	Palm and Hibiscus Islands Streetscape - Bid 13A	21,590.00
	West Avenue / Bay Road Neighborhood Streetscape - Bid Pack B	17,824.00
	Star Island Streetscape Improvements - Bid 13A	16,119.00
	Venetian Islands - Belle Isle (Bid Package 13-B)	14,099.00
	Ocean Front Neighborhood Streetscape	6,756.00
	La Gorce Neighborhood Streetscape	1,196.00
	Biscayne Point Neighborhood Streetscape	127.00
	Sum	7,953,525.00
	Grand Total	85,046,436.00

FY 2004-2005 Capital Budget by Program **Exhibit B**

<i>Program</i>	<i>Section</i>	<i>Neighborhood</i>	<i>Project ID</i>	<i>Total Cost 2004-2005</i>
Equipment				
Fleet Management				
1 FY 05 Fleet Management Capital Replacement and Purchase of Sedans and	Citywide	12. City-Wide	1268	2,024,000.00
2 FY 05 Fleet Management Capital Replacement and Purchase of Heavy	Citywide	12. City-Wide	1269	543,100.00
Total per group				2,567,100.00
Information Technology				
1 Citywide Communications System	Citywide	12. City-Wide	1286	521,159.00
Total per group				521,159.00

<i>Program</i>	<i>Section</i>	<i>Neighborhood</i>	<i>Project ID</i>	<i>Total Cost 2004-2005</i>
Parking				
Equipment				
1	Closed Circuit Television System (CCTV)	Citywide	1272	80,000.00
Total per group				80,000.00
Garages				
1	Multi-Purpose Municipal Parking Facility	South Beach	1270	281,971.00
2	Parking Garages Maintenance	Citywide	1274	644,030.00
Total per group				926,001.00
Lots				
1	Surface Lot Renovations Phase IV	Citywide	1275	1,890,000.00
Total per group				1,890,000.00
Meter Program/Revenue Control System				
1	Master Meter Phase II	Citywide	1273	2,439,250.00
2	Pay on Foot (POF) Machines	Citywide	1276	365,000.00
Total per group				2,804,250.00

<i>Program</i>	<i>Section</i>	<i>Neighborhood</i>	<i>Project ID</i>	<i>Total Cost 2004-2005</i>
Parks and Recreation				
Community Centers				
1 "The Garden Center" Botanical Garden Renovations: Phase II	South Beach	8. Flamingo	860	12,623.00
Total per group				12,623.00
Golf Courses				
1 Normandy Shores Golf Course and Clubhouse	North Beach	3. Normandy Isle	755	22,716.00
2 Miami Beach Course Renovation	Middle Beach	7. Bayshore	924	45,927.00
Total per group				68,643.00
Parks				
1 Altos del Mar Park Improvements	North Beach	2. North Shore	693	2,401,991.00
2 Normandy Isle Park & Pool	North Beach	3. Normandy Isle	702	147,120.00
3 Flamingo Park - Park	South Beach	8. Flamingo	851	20,666.00
4 Lummus Park	South Beach	8. Flamingo	856	8,834.00
5 Collins Park	South Beach	8. Flamingo	902	653,729.00
6 South Pointe Park	South Beach	11. South Pointe	967	73,595.00
Total per group				3,305,935.00

<i>Program</i>	<i>Section</i>	<i>Neighborhood</i>	<i>Project ID</i>	<i>Total Cost 2004-2005</i>
Public Facilities				
Convention Center				
1 Convention Center & Topa Restroom, Interior and ADA Renovations & Porte	South Beach	8. Flamingo	789	185,950.00
2 FY 05 Replacement of S.E. Chillers	South Beach	8. Flamingo	1252	680,000.00
3 FY 05 Miscellaneous Replacement	South Beach	8. Flamingo	1254	170,000.00
Total for group				1,035,950.00
General - Public Buildings				
1 Shane Water Sports Center	North Beach	2. North Shore	720	4,320.00
2 Public Works Facility & Yard Renovation	Middle Beach	7. Bayshore	786	21,797.00
3 Property Management Facility	South Beach	8. Flamingo	867	13,581.00
4 ADA City-Wide Renovations	Citywide	12. City-Wide	981	250,000.00
5 Roof Repairs - City Facilities	Citywide	12. City-Wide	995	175,000.00
Total for group				464,698.00
TOPA				
1 FY 05 Gleason Theater Restroom Renovation ADA	South Beach	8. Flamingo	1263	250,000.00
Total for group				250,000.00

<i>Program</i>	<i>Section</i>	<i>Neighborhood</i>	<i>Project ID</i>	<i>Total Cost 2004-2005</i>
Public Works				
Lighting				
1 Street Lighting	Citywide	12. City-Wide	974	220,000.00
Total per group				220,000.00
Seawalls				
1 West / Bay Neighborhood Street End Shoredlines	South Beach	9. West Ave.	898	198,918.00
2 Surprise Waterway Channel Dredging	Citywide	4. La Gorce	1071	120,000.00
Total per group				318,918.00

<i>Program</i>	<i>Section</i>	<i>Neighborhood</i>	<i>Project ID</i>	<i>Total Cost 2004-2005</i>
Street/Sidewalk/Streetscape Improvements				
1 Biscayne Point Neighborhood Streetscape	North Beach	1. Biscayne Point	678	356,027.00
2 La Gorce Neighborhood Streetscape	Middle Beach	4. La Gorce	704	1,445,680.00
3 North Shore Neighborhood Streetscape	North Beach	2. North Shore	708	562,635.00
4 Normandy Shores Neighborhood Streetscape	North Beach	2. North Shore	731	315,897.00
5 Ocean Front Neighborhood Streetscape	Middle Beach	5. Oceanfront	748	889,031.00
6 Normandy Isle / Normandy Sud Neighborhood Streetscape	North Beach	3. Normandy Isle	764	1,494,955.00
7 Nautilus Neighborhood Streetscape	Middle Beach	6. Nautilus	769	7,690,214.00
8 Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	South Beach	8. Flamingo	784	935,270.00
9 Convention Center East Streetscape	South Beach	8. Flamingo	795	3,574,031.00
10 Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	South Beach	8. Flamingo	807	16,363,922.00
11 Flamingo B - Lummus Neighborhood Streetscape (Flamingo Bid Package B)	South Beach	8. Flamingo	812	3,614,518.00
12 Bayshore Neighborhood Bid Package A: Bayshore-Ph I, Flamingo Terr-Ph II, &	Middle Beach	7. Bayshore	818	14,271,612.00
13 Lake Panoast Streetscape (Bayshore Phase IV, Bid Package C)	Middle Beach	7. Bayshore	862	1,477,836.00
14 Lower North Bay Road Streetscape (Bayshore Phase II, Bid Package B)	Middle Beach	7. Bayshore	864	241,684.00
15 Sunset Islands (Bayshore Phase VI, Bid Package D)	Middle Beach	7. Bayshore	872	277,757.00
16 West Avenue / Bay Road Neighborhood Streetscape - Bid Package H	South Beach	9. West Ave.	877	468,984.00

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<i>Program</i>	<i>Section</i>	<i>Neighborhood</i>	<i>Project ID</i>	<i>Total Cost 2004-2005</i>
17 Cultural Campus Streetscape	South Beach	8. Flamingo	913	29,935.00
18 South Pointe Streetscape - Phase I	South Beach	11. South Pointe	914	247,046.00
19 South Pointe Streetscape - Phase II	South Beach	11. South Pointe	930	1,180,288.00
20 Palm and Hibiscus Islands Streetscape - Bid 13A	South Beach	10. Islands	939	908,799.00
21 Venetian Islands - Belle Isle (Bid Package 13-B)	South Beach	10. Islands	940	2,986,766.00
22 South Pointe Streetscape - Phase III & Phase IV	South Beach	11. South Pointe	942	1,826,395.00
23 Venetian Islands - Phase I - Islands (Bid Package C)	South Beach	10. Islands	953	839,581.00
24 Star Island Streetscape Improvements - Bid 13A	South Beach	10. Islands	957	17,092.00
25 Venetian Islands - Phase II - Causeway (Bid Package D)	South Beach	10. Islands	961	22,724.00
26 South Pointe Streetscape - Phase V	South Beach	11. South Pointe	963	267,725.00
27 Beachwalk II (5th Street to Washington Park)	South Beach	8. Flamingo	1072	1,100,000.00
28 West Avenue / Bay Road Neighborhood Streetscape - Bid Pack A	South Beach	9. West Ave.	1277	1,044,129.00
				Total Bid Group 64,450,533.00

<i>Program</i>	<i>Section</i>	<i>Neighborhood</i>	<i>Project ID</i>	<i>Total Cost 2004-2005</i>
Utilities				
1 DERM Wastewater Contingency Plan	North Beach	2. North Shore	746	454,057.00
2 Miscellaneous Waste Water System Upgrades	Citywide	12. City-Wide	989	2,027,202.00
3 Water & Sewer Pump Station Upgrades Program	Citywide	12. City-Wide	1106	50,087.00
Total per group				2,531,346.00
Transportation				
Transport				
1 Pavements & Sidewalks	Citywide	12. City-Wide	976	1,496,000.00
2 Citywide Wayfinding Signage Master Plan & Project	Citywide	12. City-Wide	978	1,463,280.00
3 Bridge Repairs	Citywide	12. City-Wide	1096	75,000.00
4 East-West Connector Bike Trail	North Beach	2. North Shore	1278	150,000.00
5 Dade Boulevard Bicycle/Pedestrian Trail	South Beach	8. Flamingo	1279	100,000.00
6 16th Street Operational & Safety Improvements	South Beach	8. Flamingo	1280	75,000.00
7 Venetian Causeway Bicycle-Pedestrian Trail	South Beach	10. Islands	1281	50,000.00
8 47th Street Safety/Traffic Calming Improvements	Middle Beach	6. Nautilus	1282	40,000.00
9 Collins/Harding Corridor Project	North Beach	2. North Shore	1283	150,000.00
Total per group				3,599,280.00

<i>Program</i>	<i>Section</i>	<i>Neighborhood</i>	<i>Project ID</i>	<i>Total Cost 2004-2005</i>
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<i>Grand Summary</i>
<i>Total Cost 2003-2004</i>
85,046,436.00

CITY OF MIAMI BEACH
FY 2004-2005 CAPITAL BUDGET
EXHIBIT C

ADJUSTMENTS TO THE CAPITAL BUDGET SUBSEQUENT TO THE 09/15/2004 JOINT FINANCE AND CITYWIDE PROJECTS
AND GENERAL OBLIGATION BOND COMMITTEE MEETING

Funding Summary	1st Draft FY 04-05 Budget	Amended Budget FY 04-05	Net Increase/ (Decrease)
Interlocal Agreement - FY 04 \$15M			
FY 05 Replacement of S.E. Chillers	\$ 680,000	\$ 680,000	\$ -
FY 05 Gleason Theater Sound/Lighting Improvement	400,000	-	(400,000)
FY 05 West Meeting Room Dimmer Replacement	340,000	-	(340,000)
FY 05 Airwall Rehabilitation	250,000	-	(250,000)
FY 05 Gleason Theater Restroom Renovation ADA	250,000	250,000	-
FY 05 Theatrical Lighting Equipment	250,000	-	(250,000)
FY 05 West Atrium Escalator	175,000	-	(175,000)
FY 05 Miscellaneous Replacement	150,000	170,000	20,000
FY 05 Security Camera System Upgrades	150,000	-	(150,000)
FY 05 Theater Hall Interior Painting	150,000	-	(150,000)
FY 05 N.W. Chiller Room Retrofit	135,000	-	(135,000)
FY 05 Interior & Sidewalk Painting	110,000	-	(110,000)
FY 05 Gleason Theater ADA Signage Program	100,000	-	(100,000)
FY 05 Gleason Theater Lounge Furniture	100,000	-	(100,000)
FY 05 Cleaning Equipment	50,000	-	(50,000)
FY 05 Convention Center Window Tinting (West Side)	40,000	-	(40,000)
FY 05 Convention Center Podium Replacement	25,000	-	(25,000)
FY 05 Landscaping (General)	25,000	-	(25,000)
FY 05 Linen Replacement	25,000	-	(25,000)
FY 05 Meeting Room Sound Equipment	25,000	-	(25,000)
FY 05 Security Camera Replacement	25,000	-	(25,000)
FY 05 Table Replacement	25,000	-	(25,000)
Total Interlocal Agreement - FY 04 \$15M	\$ 3,880,000	\$ 4,002,000	\$ 222,000
Equipment Master Lease			
FY 05 Fleet Management Replacement & Purch. of Cars & Light Trucks	\$ 2,024,000	\$ 2,024,000	\$ -
FY 05 Fleet Mgmt. Capital Replace & Purch. of Heavy Trucks & Oth. Equip	543,100	543,100	-
Citywide Communications System	-	266,073	266,073
Total Equipment Master Lease	\$ 2,567,100	\$ 2,833,173	\$ 266,073
Communications Fund 550			
Citywide Communications System	-	\$ 255,086	\$ 255,086
Total Communications Fund 550	\$ -	\$ 255,086	\$ 255,086
Total Adjustment to FY 2004-2005 Budget			
			\$ (1,958,841)

CITY OF MIAMI BEACH
FY 2005-2009 CAPITAL IMPROVEMENT PLAN
EXHIBIT D

ADJUSTMENTS TO THE CAPITAL PLAN SUBSEQUENT TO THE 09/15/2004 JOINT FINANCE AND CITYWIDE PROJECTS
AND GENERAL OBLIGATION BOND COMMITTEE MEETING

Funding Summary	1st Draft CIP Plan FY 05-09	Amended CIP Plan FY 05-09	Net Increase/ (Decrease)
Interlocal Agreement - FY 04 \$15M			
FY 05 Replacement of S.E. Chillers	\$ 680,000	\$ 680,000	\$ -
FY 05 Gleason Theater Sound/Lighting Improvement	400,000	-	(400,000)
FY 05 West Meeting Room Dimmer Replacement	340,000	-	(340,000)
FY 05 Airwall Rehabilitation	250,000	-	(250,000)
FY 05 Gleason Theater Restroom Renovation ADA	250,000	250,000	-
FY 05 Theatrical Lighting Equipment	250,000	-	(250,000)
FY 05 West Atrium Escalator	175,000	-	(175,000)
FY 05 Miscellaneous Replacement	150,000	170,000	20,000
FY 05 Security Camera System Upgrades	150,000	-	(150,000)
FY 05 Theater Hall Interior Painting	150,000	-	(150,000)
FY 05 N.W. Chiller Room Retrofit	135,000	-	(135,000)
FY 05 Interior & Sidewalk Painting	110,000	-	(110,000)
FY 05 Gleason Theater ADA Signage Program	100,000	-	(100,000)
FY 05 Gleason Theater Lounge Furniture	100,000	-	(100,000)
FY 05 Cleaning Equipment	50,000	-	(50,000)
FY 05 Convention Center Window Tinting (West Side)	40,000	-	(40,000)
FY 05 Convention Center Podium Replacement	25,000	-	(25,000)
FY 05 Landscaping (General)	25,000	-	(25,000)
FY 05 Linen Replacement	25,000	-	(25,000)
FY 05 Meeting Room Sound Equipment	25,000	-	(25,000)
FY 05 Security Camera Replacement	25,000	-	(25,000)
FY 05 Table Replacement	25,000	-	(25,000)
Total Interlocal Agreement - FY 04 \$15M	\$ 3,480,000	\$ 3,400,000	\$ (80,000)
Equipment Master Lease			
FY 05 Fleet Management Replacement & Purch. of Cars & Light Trucks	\$ 2,024,000	\$ 2,024,000	\$ -
FY 05 Fleet Mgmt. Capital Replace & Purch. of Heavy Trucks & Oth. Equip	543,100	543,100	-
Citywide Communications System	-	266,073	266,073
Total Equipment Master Lease	\$ 2,567,100	\$ 2,833,173	\$ 266,073
Communications Fund 550			
Citywide Communications System	-	\$ 255,086	\$ 255,086
Total Communications Fund 550	\$ -	\$ 255,086	\$ 255,086
Parking			
Master Meter Phase II	\$ 4,839,250	\$ 4,839,250	\$ -
Surface Lot Renovations - Phase IV	3,560,000	3,560,000	-
Pay on Foot (POF) Machines	1,800,000	800,000	(1,000,000)
Citywide Wayfinding Signage Master Plan & Project	600,000	600,000	-
Closed Circuit Television System (CCTV)	480,000	480,000	-
Parking Garages Maintenance	294,428	294,428	-
VIN - Vehicle Identification Network	200,000	200,000	-
South Pointe Streetscape - Phase I	150,000	150,000	-
Total Parking Bond Fund 481	\$ 10,923,678	\$ 10,923,678	\$ -
Total Adjustment to FY 2005-2009 Plan			\$ (258,841)

DIRECTORY

MAYOR AND CITY COMMISSIONERS, 1700 Convention Center Dr., 4th Fl 673-7030

David Dermer, Mayor
Luis R. Garcia, Jr., Vice Mayor
Matti Bower, Commissioner
Simon Cruz, Commissioner
Saul Gross, Commissioner
Jose Smith, Commissioner
Richard L. Steinberg, Commissioner

ADMINISTRATIVE SUPPORT

CITY MANAGER'S OFFICE, 1700 Convention Center Dr., 4th Fl..... 673-7010

Jorge M. Gonzalez, City Manager
Christina Cuervo, Assistant City Manager
Robert Middaugh, Assistant City Manager
Ramiro J. Inguanzo, Chief of Staff

COMMUNICATIONS, 1700 Convention Center Drive., 4th Fl..... 673-7575
Nannette Rodriguez, Public Information Officer

BUDGET & PERFORMANCE IMPROVEMENT, 1700 Convention Center Drive, 4th Fl.....673-7010
Kathie G. Brooks, Director

FINANCE, 1700 Convention Center Dr., 3rd Fl 673-7466
Patricia D. Walker, Chief Financial Officer

INFORMATION TECHNOLOGY, 1100 Washington Avenue 673-7040

HUMAN RESOURCES, 1700 Convention Center Dr., 3rd Fl 673-7520
Mayra Diaz-Buttacavoli, Human Resources/Risk Management Director

LABOR RELATIONS, 1700 Convention Center Dr., 3rd Fl 673-7520
Linda Gonzalez, Labor Relations Division Director

RISK MANAGEMENT, 1700 Convention Center Dr., 3rd Fl..... 673-7014
Clifton Leonard, Claims Coordinator

CITY CLERK, 1700 Convention Center Dr., 1st Fl..... 673-7411
Robert Parcher, City Clerk

CENTRAL SERVICES, 1700 Convention Center Drive, 1st Fl 673-7480
Donnovan Ireland, Central Service Supervisor

PROCUREMENT, 1700 Convention Center Drive, 3rd Fl 673-7490
Gus Lopez, Director

CITY ATTORNEY, 1700 Convention Center Dr., 4th Fl 673-7470
Murray Dubbin, City Attorney
Donald M. Papy, Chief Deputy City Attorney

DIRECTORY **(Continued)**

ECONOMIC DEVELOPMENT/TOURISM & CULTURAL AFFAIRS

ECONOMIC DEVELOPMENT , 1700 Convention Center. 3 rd Fl	673-7193
Kevin Crowder, Economic Division Director	
BUILDING DEPARTMENT , 1700 Convention Center Dr., 2 nd Fl.....	673-7610
Phil Azan, Building Director	
PLANNING DEPARTMENT , 1700 Convention Center Dr., 2 nd Fl.....	673-7550
Jorge Gomez, Director	
TOURISM & CULTURAL AFFAIRS	673-7530
Max Sklar, Assistant Director	

OPERATIONS

NEIGHBORHOOD SERVICES . 1700 Convention Center Drive, 4 th Fl.....	673-7077
Vivian Guzman, Director	
PARKS AND RECREATION , 2100 Washington Avenue	673-7730
Kevin Smith, Director	
PUBLIC WORKS , 1700 Convention Center Dr., 4 th Fl.....	673-7080
Fred Beckman, Director	
Property Management, 1245 Michigan Avenue.....	673-7630
Brad Judd, Division Director	
Sanitation, 140 MacArthur Causeway.....	673-7616
Al Zamora, Division Director	
CAPITAL IMPROVEMENT PROGRAMS , 777 – 17 Street, Ste 201.....	673-7010
Tim Hemstreet, Director	
PARKING , 1130 Washington Ave. Ste 100	673-7505
Saul Frances, Parking Director	
FLEET MANAGEMENT , 140 MacArthur Causeway	673-7637
Andrew Terpak, Director	

PUBLIC SAFETY

POLICE , 1100 Washington Avenue	673-7925
Donald De Lucca, Police Chief	
FIRE , 2300 Pine Tree Drive	673-7120
Floyd Jordan, Fire Chief	



We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community.